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TOWN OF ARLINGTON ANNUAL REPORT 2011



TOWN OF ARLINGTON MASSACHUSETTS 2011 ANNUAL REPORT

BOARD OF SELECTMEN

CLARISSA ROWE, CHAIRMAN
KEVIN F. GREELEY, VICE CHAIRMAN
DIANE M. MAHON
ANNIE LACOURT
DANIEL J. DUNN

TOWN MANAGER
BRIAN F. SULLIVAN



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Credits and Acknowledgements

The following people have contributed to the production of this report: Editing and layout by Joan Roman, with support from Eileen Mesina and Will Nguyen. Printing by King Printing Company. Thanks to all department heads and Chairpersons of all Boards, Committees, and Commissions for their reports. Cover photos (l-r): Volunteer Day at Arlington High School (first two photos), Town Day (Robbins Library booth), Wildlife Habitat Garden installation (Vision 2020), Raising the Japanese Gate at the Hardy School, Robbins Farm Park slides (Friends of Robbins Farm Park), Highland Fire Station open house. Back cover photos (l-r): Snow removal operations, East Arlington, COA Volunteers prepare Thanksgiving meals for delivery, and AFD working at demolition site at Mill Street (former Brigham's site). Published April 2012.



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BOARD OF SELECTMEN

The Board is pleased to submit our annual report for 2011 to Arlington residents. The Board is composed of five elected people who set policy and oversee the management of municipal functions of the Town. This year, the theme of the report is "Arlington Working Together."

2011 brought a new Selectman, Dan Dunn, to the Board. Dan brings his financial acumen after years on the Finance Committee, his participation on the Town's ITAC Committee, and his native intelligence to the Board. Jack Hurd resigned from his seat after 15 years on the board and Diane Mahon won re-election to the Board once again.

The Town has benefitted from Jack Hurd's efforts over the years. He was instrumental in founding the Transportation Advisory Committee (TAC), the Friends of the Fox Library, the Feast of the East, and the 4th of July celebrations at Robbins Farms Park. His contributions to the community extended beyond his role as Selectman with his work with the Children's Room, the Arlington Boys and Girls Club, and as a hockey coach for the special needs skating program at Arlington Recreation. We thank Jack for his years of service to Arlington.

Town Manager Brian Sullivan Retires

The Board would like to thank Brian Sullivan for his exemplary service to the Town over the past eight years. As Arlington's Town Manager, Brian brought sound decision making and management, and a strong work ethic that provided Arlington with fiscal stability during the worst economy in decades. His choices of new Town Department heads was excellent.

The Board would like to welcome Adam W. Chapdelaine as Arlington's new Town Manager. Adam has shown exceptional skills as the Deputy Town Manager and we look forward to working with him.



Brian Sullivan honored at his retirement celebration.

Financial Overview

The Board, with the help of many Town leaders, continued its commitment to the residents of the Town outlined in the first 5-Year Financial Plan, which actually operated into its 6th year. 2011 was the last year of the first long range plan, and a new plan was developed for the next three years during the year.

An override was put on the local ballot and, through the efforts of hundreds of Arlingtonians, passed in June. The Town also worked with its Labor Leaders and Town Workers to forge a plan that put the Town Workers into the state health insurance plan, GIC. The latter move saved the Town a million dollars just this year, and promises to save more than two million dollars during 2012.

By the end of 2011, financial projections show this second, current override lasting again for a five year period, not the three year span. We are incredibly grateful for the support of our Town Workers and the many citizens of the Town who worked to give the Town financial stability for future years.

The Town has avoided the financial shortfalls of other towns and cities because of the override's passage. The Town remained strong throughout the year and its AAA bond rating allows the Town to borrow money at a reduced rate. The Board continues the practice of scheduling, and televising the quarterly Budget & Revenue Task Force (BRTF) meetings, which collectively consists of financial leaders from the Board of Selectmen, Town Manager, Deputy Town Manager, Finance Committee, School Committee, Treasurer, Department Heads, Board of Assessors, State Legislators, and all Town residents. We welcome the Labor Leaders to these meetings.

Year in Review

This year brought the demolition of the old Thompson School. The project is on track to have the children back in the new school by early 2013. We thank the Permanent Town Building Committee, especially its dean Bill Shea, for its care, diligence, and persistence.

Designated as a "Green Community" in 2010, Arlington continues its energy initiatives. The recent Highland Fire Station renovation was built with new energy standards and the LED streetlight replacement project began. The Mass. Ave. Corridor Project advanced another step. Arlington's many volunteer committees continue to provide valuable contributions to the community by helping those in need, participating in Town governance, and maintaining Arlington's precious open spaces.

EXECUTIVE SERVICES

The Moving Wall came to Arlington

"The Moving Wall," a half-size replica of the Washington D.C. Vietnam Veterans Memorial, was displayed over the Patriots' Day weekend at Arlington High School. The memorial provided reflection and remembrance of Veterans who served in Vietnam with a special exhibit of Arlington Veterans who did not return. The Board would like to thank the efforts of The Moving Wall Committee for bringing this special memorial to Arlington.



Vietnam Veterans Moving Wall Memorial



Arlington Town Day

Acknowledgements & Recognitions

The Town experienced the loss of two valued contributors to the community with the death of long term DPW employee Richard (Fitzy) Fitzgerald and Arlington Housing authority Chair, Brian R. Greeley.

Fitzy was the longest serving municipal employee of the Town. He has worked for 61 years for the Town of Arlington. His dedication to his job is missed.

Brian Greeley led many programs at the AHA including a domestic violence program, and showed his leadership as the driving force of Arlington's Patriot's Day parade. His gifts to his hometown are too numerous to list but his humor and sunny disposition lighted up every room he was in. We miss him.

The Board of Selectmen would also like to thank all Department Heads, Committees and Boards, as well as the entire staff of the Selectmen's office for their tireless and intelligent work on our behalf. We thank Marie Krepelka, Board Administrator, MaryAnn Sullivan, Frances (Fran) Reidy, and Jean Burg for their exceptional commitment and their dedication and service to the entire Town of Arlington.

Town Day Celebration

Arlington Town Day continued on with its proud tradition and continued success. Resident and vendor participation was at an all-time high. Again, the Town Day Committee is grateful for the strong community participation that has become well-known as a source for Arlington's strong and thriving spirit. The Board would like to extend its thanks and congratulations to the Town Day Committee, and especially the Co-chairs, Marie Krepelka and Kathleen Darcy. The Board also wants to extend the same thanks to the many businesses and tireless volunteers whose loyalty, dedication, and hard work made this celebration the success again. All Town Day activities are privately funded and this event continues without any Town funding.



Board of Selectmen (L-R): Annie LaCourt, Diane M. Mahon, Clarissa Rowe, Chair, Kevin F. Greeley, Vice Chair, and Daniel J. Dunn

STATE OF THE TOWN ADDRESS 2011

APRIL 25, 2011

CLARISSA ROWE, CHAIRMAN, BOARD OF SELECTMEN

As I stand here tonight, this is a very different speech than the one I gave you in 2008. Then, we were in the fourth year of the old five-year plan, and things were running smoothly. I want to thank the people who brought the five-year plan to the Town for their forethought and care and for the stability that we have had for the last six years.

Now is a different time. The recession has left us wary and frightened, and mostly concerned about the future and our pocketbooks. The State of our Town is troubled. We can't look to the federal government to help us. CBDG funding has been cut by 33% this year. That federal funding has been our safety net for decades. It funds services for the elderly, for troubled youth and for many programs and scholarships that have made a difference in the lives of young people with meager means. At present, the state government can't help us either because they have their own looming deficits.

Actually, the only major thing that the State can do, and I urge them to do so, is to give the Town the ability to put our Town employees into the GIC or to come up with a health plan that brings comparable savings to the Town. This move seems drastic to many Town employees who have benefited from our generous benefits for years. Now, that said, I must also say that they are underpaid compared to the surrounding communities and to the outstanding job that they do for the Town. I understand the fear of change. I understand the heartbreak of the loss of their bargaining rights. But we have no choice. We are bankrupt. We can't keep doing business the same old way. If we are forced to continue with this broken health system, we will lay off even more teachers, more firefighters and more police, and more DPW workers. We will lose the sense of Arlington that we enjoy today. We have already cut too much.

We need to think and spend in new ways. We want both sides to compromise, as is happening behind the scenes right now on a health care package for the coming year. We need a partnership with our employees. We need to help them by paying them more in wages, and we need to insure that the HRA warrant article #32 is passed this Town Meeting. If, the GIC move is accomplished, we can then really sit down and figure out a way to start paying our teachers, our police, our firefighters and our DPW more. We have to rebalance our books and rejigger our thinking.

As you know, there will be an override vote on Tuesday, June 7th. Like many Town leaders, I urge Town Meeting and citizens to get involved in the discussion about the future of our Town. We really benefitted from the stability of our last multi-year plan. We will benefit from the new plan. It is a shorter time period of three years in a time of great uncertainty. This is a vote about whether we continue to be a great, welcoming community or one that continues to layoff teachers, reduce minimum manning of firefighters and police, and decimates the DPW. Please come to the Override Kickoff next Sunday afternoon from 1-3 at the Masons on Academy Street. We started organizing about three weeks ago and I was pleased that so many young families, and an equal number of white haired veterans, have become involved in this effort. The first organizational meeting drew 52 people, and the Saturday morning meetings at 8 have drawn a wonderful cross section of the Town. Will all the officials and Town meeting members who are already working on the Override stand up. Talk to them, ask them questions. We need you and your vote on June 7th.

There are some really important warrant articles in Town Meeting this year, and we need your thoughtful consideration of possible changes to how we do business. For the last six years, I have watched how we do business on the Town side. We do a darned good job, and I am really proud of the many people who sit behind me tonight. They are an energetic, engaged, group of managers who do a bang up job. They enjoy each other and their work. I give a lot of credit to our Town Manager, Brian Sullivan, for finding these stellar employees, and thank him. They and all the workers in the Town deserve our respect and appreciation. As an example: How in the world did Jimmy Dodge's crew of 19, yes 19, people manage to plow 5 square miles of roadway so efficiently this winter?

This Town Meeting we will make at a lot of big decisions this spring. Should we sell or lease the Town assets of the Crosby and Parmenter Schools in order to help rebuild the Thompson School? We will be thinking about continuing our trend towards consolidation functions by voting on the combined Town/school human resources department. And under Article #51, we will be discussing whether to rework the way that our Town and schools handle their financial affairs. We will be discussing whether it is time for Arlington to take a big step forward by adopting Pay as you throw. All these decisions have the potential to change the way that we do business.

EXECUTIVE SERVICES

And in closing, I urge you to think of the words of my former neighbor, the wise Charlie Foskett, who in a recent memo talked about what he believes is Arlington's core mission. As I agree with him for once. He said our core mission is to:

- Insure Public Safety, Public Health, and Public Order. This includes police, fire, health department, building codes, zoning, traffic rules, etc. Without these citizens could not go about their daily activities.
- Maintaining public works and infrastructure. The highways, by-ways, buildings and equipment necessary to assure the first mission. If fire trucks can't get to a residence or commercial buildings, if there is no center for administration, etc, none of the core objectives can be achieved.
- Education of Children: Since the earliest days of our Colonies, our Commonwealth, and our Nation and our Town, this has been a primary obligation of our common society.
- Other Common and Societal objectives. These include social back-up nets for senior citizens or the less fortunate, parks and recreation, arts and culture, beautification programs, etc.

I have always had great confidence in this Town Meeting. You balance out the political agendas with your thoughtfulness and diligence. We need your thoughtfulness this spring, and I look forward to lively debates.



Winfield Robbins Memorial Garden located between Robbins Library and Town Hall.

TOWN MANAGER

The year 2011 proved to be a very momentous year. Residents approved a \$6.49 million override, employees agreed to move into the State's health care program (GIC) saving the Town millions of dollars, several major capital projects were completed or moved ahead, the Town reached agreement with two new developers to move ahead with the long stalled Symmes project, and I announced in September that I would be retiring from my position as Town Manager the following February. This will be my last annual report to the Town.

Finances Continue To Be The Dominant Issue

As has been the case for the last several years, finances were the driving issue in 2011. Early in 2011, as we were preparing budgets for FY2012, it was clear that the Town was facing a significant budget shortfall. As you recall, in 2005 when the Town was facing a projected \$4 million deficit for FY2006, a five year plan was put together which included an override and commitments to budget constraints. The override, which was projected to last five years, was stretched to last six years despite the economic crisis and cuts in state aid. The five year plan from 2005 projected a budget shortfall for FY2011, but through tight budget constraints, we were able to stretch the override funds to last through FY2011.

At the time that this most recent override was proposed, the Town was facing a projected deficit of \$6 million. Also at that time the Legislature was discussing giving municipalities more authority to control their health care plans and costs. Municipalities were required to obtain union approval before they could make even the slightest change to their health care plans. After years of unsuccessful attempts to get the Legislature to act, there was a little reason to expect that there would be any significant change. Optimistically it was assumed that some changes would be made to allow the Town to save \$1 million. The proposed override was then set at \$6.49 million, an amount that enabled the Town to maintain service levels at approximately the current levels for three years. While all would have preferred a five year plan, the override amount required would have been too great.

Approximately a month after the override passed, the Legislature and the Governor, to their credit, approved a significant health care reform law for municipalities that gives them complete authority to make health care plan design changes up to the level the State provides to its employees and also authorizes municipalities to join the State's health care plan. As a result, Arlington has now joined the State's health care plan (GIC) and is projecting to make significant savings which will enable the Town to stretch the three year plan to a five year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices that they have made by supporting the override. We are committed to pursue all appropriate productivity improvements and cost reduction measures in order to sustain these quality services.

Cost Savings Initiatives

The Town has continuously pursued numerous strategies for reducing costs and becoming more productive. Recently the Town has participated in a consortium of about a dozen area communities to pursue regionalization opportunities. Many service and purchasing contracts are being implemented regionally. Additional regionalization opportunities are being evaluated at the ongoing monthly meetings of this consortium.

Most recently, the Town has entered into an agreement with Belmont to provide Sealer, Weights and Measures services. This agreement allows Arlington's Sealer to perform inspections for Belmont, and Belmont pays Arlington for the services performed. Currently, the Town is considering the benefits of forming a Veterans' Services District with neighboring communities. Discussions with both Somerville and Lexington have taken place and further research into this possibility is being conducted.

The Town has also moved forward with the hiring of a GIS Coordinator and the implementation of a GIS Strategy.



Town Manager Brian F. Sullivan

GIS Projects	Estimated Cost Savings
School Redistricting	\$12,500
Cemetery Mapping	\$15,000
Stormwater Plan Conversions	\$19,000
Health Inspection Software	\$25,000
Master Address Table	\$2,000
Total	\$73,500

EXECUTIVE SERVICES

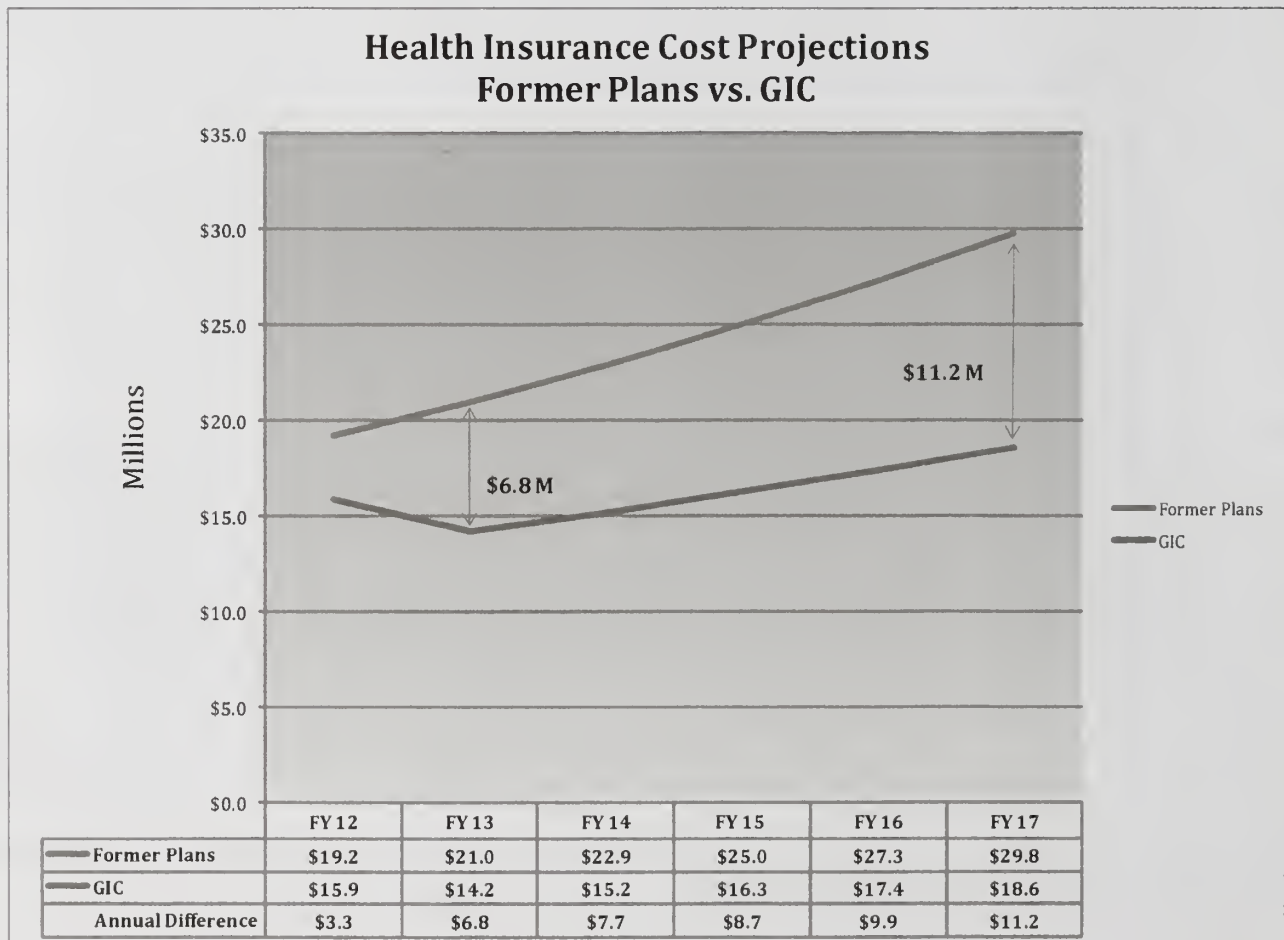
Since his hiring, the GIS Coordinator has begun to implement the structure and framework of GIS for Arlington and has already saved the Town a significant amount of funding due to expanded internal capacity. These savings (cost avoidance for outside services and software purchases) are summarized in the chart on the previous page. Once GIS is fully implemented, it will provide annual improvements in productivity and address-based data tracking.

The Request/Answer Center, the Town's online customer service center, continues to deliver information and services to residents while providing efficiencies for staff. Since its launch in 2008, an average of 114,000 Answers are viewed on the service annually, yet less than .5% of questions are submitted to staff for a response. If phone calls average 5 minutes per call, then the Town preserved 9,552 productivity hours annually, or the equivalent to 5.25 Full-time employees per year. The Request/Answer Center was also utilized to streamline requests for overnight on-street parking waivers, diverting those requests away from APD dispatch. At the end of 2011 approximately 5,000 requests were submitted with 93% being directly entered by the public. No longer are dispatchers interrupted by these frequent calls and can now focus on their main concern - handling critical public safety calls. Additional details and other communication and customer service initiatives are included later in this report.

In order to increase productivity each year, the Town must continue to make better and more effective use of technology. This certainly is not unique to Arlington as any organization that does not keep up with productivity enhancements, gained through the effective use of technology, will not be able to compete. The Town continues to investigate these and other advances in technology that can greater enhance the efficiency and effectiveness of the Town's service delivery.

Healthcare Breakthrough

As mentioned previously, through the municipal health reform law enacted in July 2011, the Town's employees have entered the State run health care program known as the Group Insurance Commission (GIC) as of January 1, 2012. The savings produced by this have allowed for the three year override period to be extended to five years. As demonstrated in the graph below, the move to the GIC produces significant savings when compared to health care cost projections based on no plan design changes being made. The annual difference, as represented in the graph, highlights the health care costs that will now be avoided due to the move to the GIC.



EXECUTIVE SERVICES

Collective Bargaining

All Town and school employees unions have contracts in place through FY2012 with the exceptions of Police and Fire. The Patrolmen and Ranking Officers contracts expired at the end of FY2010 and the Firefighters contract expired at the end of FY2009. The two police unions are in arbitration. Negotiations with all the unions are ongoing.

State Aid

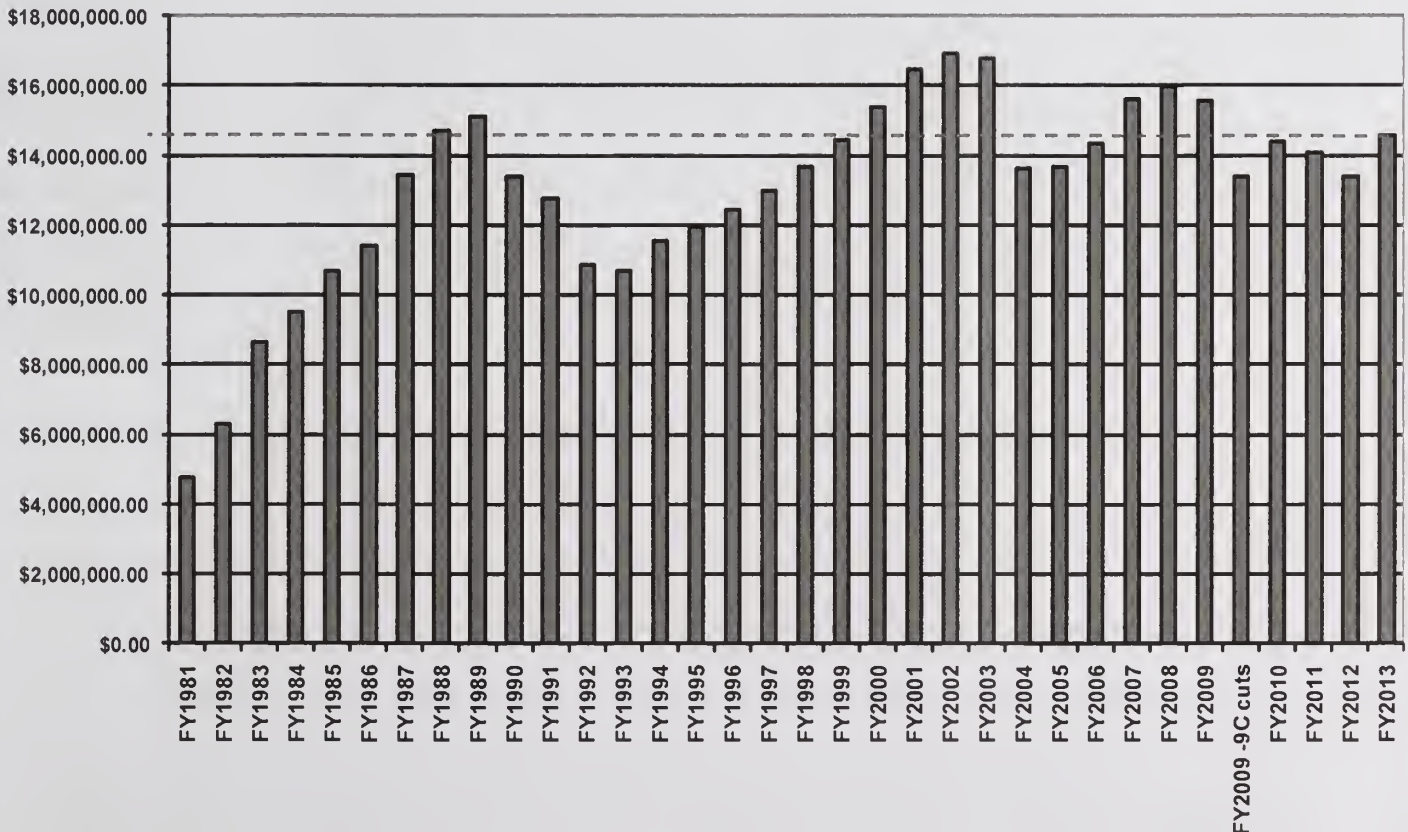
In January, Governor Patrick proposed a \$145 million increase in Chapter 70 School Aid and level-funding for general Government Aid. Based upon the Governor's proposed budget, State aid is projected to increase \$1,097,436, or 6.9%. Because Arlington's foundation budget is increasing 5% and it has reached its maximum required municipal contribution, under the Chapter 70 formula the State picks up the difference between Arlington's maximum municipal contribution and its foundation budget. This required the unusually large increase of \$1,222,363 in Chapter 70 school aid.

In FY2013 Unrestricted General Government Aid (UGGA) is expected to remain level at \$5,952,940. In FY2012 this aid was cut \$463,969 for Arlington and by \$65 million statewide. The Legislature and Governor agreed that if there were sufficient surplus funds left over at year end from the FY2011 State budgets that they would restore the \$65 million cut by making a supplemental payment at the end of October 2011. While that supplemental payment of \$463,969 was made to Arlington this past October, it could not be counted on when determining budgets last spring. This extra one-time payment is available for appropriation in FY2012 or otherwise will flow to free cash. The Governor has proposed the same arrangement for FY2013. If there is a sufficient surplus at the end of FY2012, they will make this same \$463,969 payment in October 2012. Unfortunately we cannot count on it at this time. We are urging the Governor and Legislature to commit to this additional amount without any contingencies.

Exclusive of school construction aid, Arlington's projected State aid for FY2013 is less in real dollars than the amount it received in FY1988 some 25 years ago (see chart below). During this period Arlington has seen its share of state aid cut in half (see chart next page). Just since FY2002 Arlington's total State aid has decreased by 22%, losing over \$4 million. A look at the cumulative year-to-year increases and decreases since FY2002 also shows how Arlington has been disproportionately cut (see chart next page). Since FY2002 local aid for all municipalities initially dropped by approximately 8%, rebounded through FY2009 to a 20% increase, and in FY2013 ends in a cumulative increase

STATE AID RECEIPTS

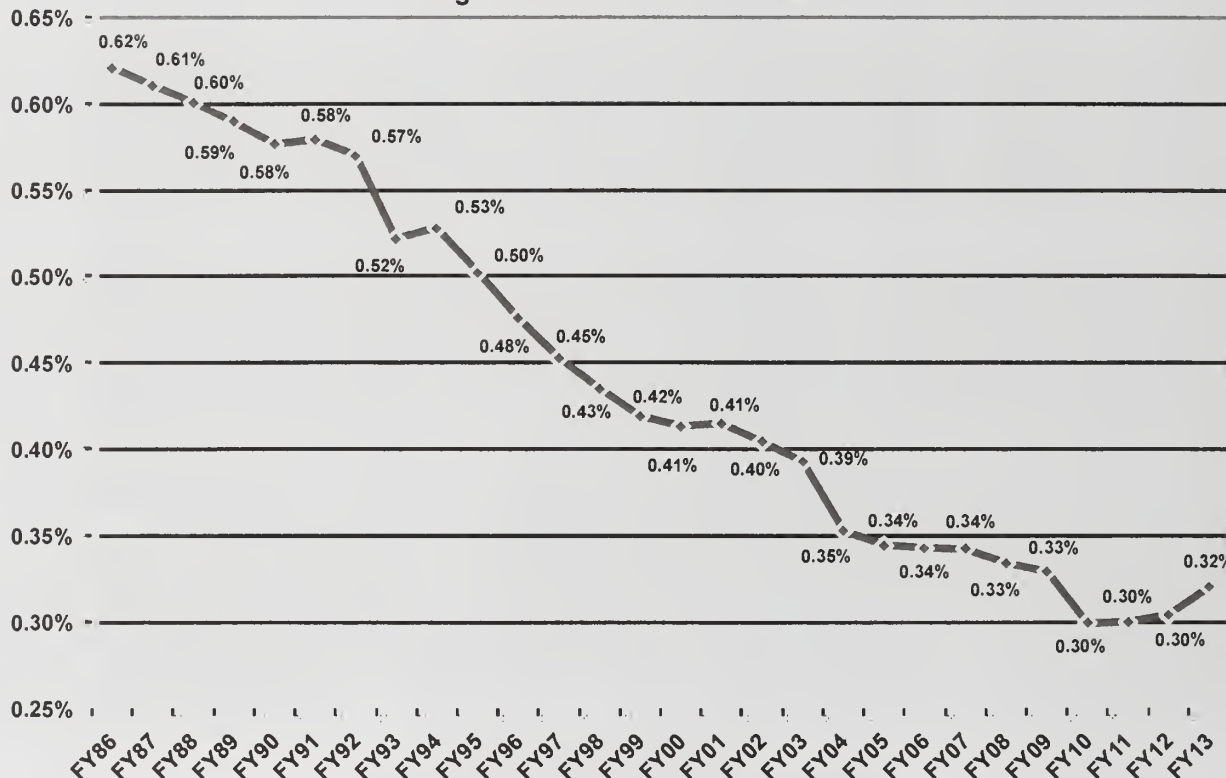
(Numbers exclude School Construction and METCO reimbursements)



EXECUTIVE SERVICES

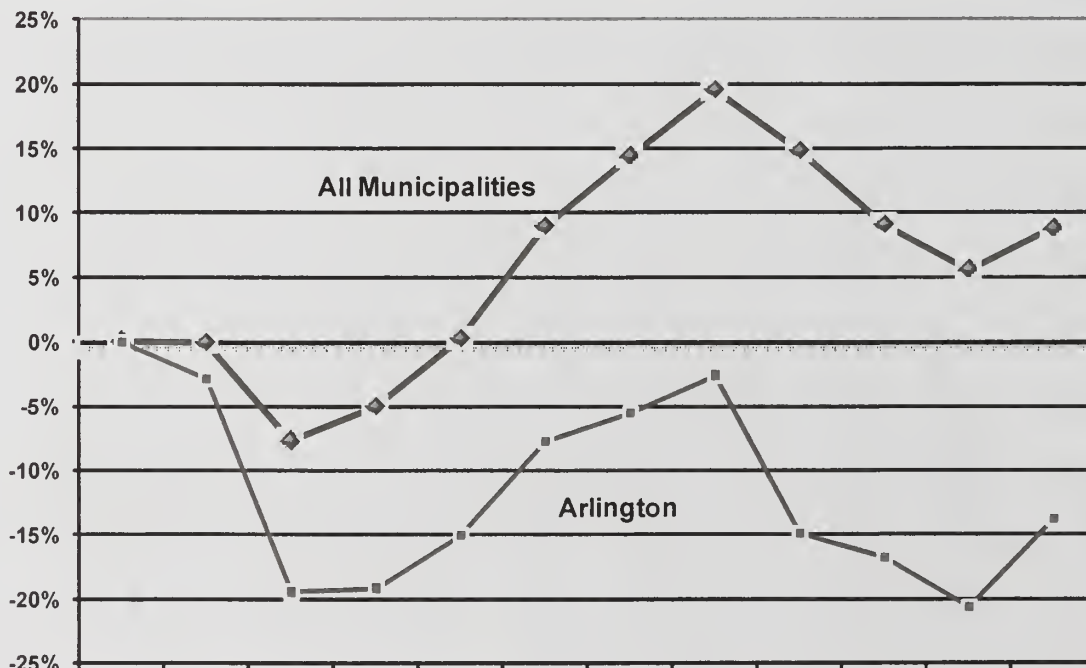
of 9%. Arlington, on the other hand, has never experienced an increase above FY2002. In fact, in FY2006, Arlington was 15% below FY2002, while the average of all municipalities saw a slight increase. In FY2013 the cumulative year-to-year change since FY2002 is a decrease of 14%.

Arlington's Percent of Total State Aid



State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)



	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
◆ All Municipalities	0.0%	-0.1%	-7.7%	-5.1%	0.3%	8.9%	14.4%	19.5%	14.8%	9.1%	5.6%	8.8%
■ Arlington	0.0%	-2.9%	-19.5%	-19.2%	-15.0%	-7.7%	-5.5%	-2.6%	-14.9%	-20.6%	-13.8%	-13.8%

Over the last several years, the distribution formulas used for the cutbacks in state aid — and the subsequent restoration of those cuts — have not been implemented fairly, nor have they recognized the needs of communities like Arlington. The policy has essentially been this: communities with relatively high median income levels and high property values are assumed to have a greater ability to raise revenue locally, and therefore, have less of a need for state aid. The problem is that communities don't have the ability to tax incomes (the state takes all income tax). The only source of revenue available to communities is the property tax, a regressive tax that hurts elderly and lower income residents disproportionately. Without a fair share of state aid, communities like Arlington are faced with the difficult choice of either raising property taxes through overrides or cutting needed services.

Comparative Data

There are a number of factors that contribute to Arlington's structural deficit — some common among all municipalities and some relatively unique to Arlington. Double digit increases in employee healthcare costs and energy costs affect all municipalities. Arlington has been penalized by an unfair State aid distribution formula. Statewide, communities are 9% above the FY2002 level while Arlington is still 22% below FY2002.

Some of the factors particular to Arlington include the fact that Arlington is a densely populated, fully built-out community (see Tables 1 and 2 on the next page). Revenue from growth in the tax base ranks near the bottom among a group of 20 comparable communities (see Table 3). It is one-half of the state-wide average. Another indicator of the Town's ability and opportunity to raise revenues is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, State aid, and local receipts. As you can see from Table 4, the state-wide average and average of the twenty comparable communities MRGF is 2.99 and 3.3 respectively. Arlington's is 2.48, fourth from the bottom of the 20 communities.

Another factor affecting the Town's financial structure is its tax base. The Town's tax base is nearly all residential — the commercial/industrial sector makes up only 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 18th out of 20 comparable communities. The average of these communities is 20.9%, more than triple that of Arlington. This affects not only the Town's ability to raise revenue, it places a heavier tax burden on the residential sector as there is almost no commercial/industrial sector with which to share the tax burden. Notwithstanding this, the tax burden, when measured several different ways, is below the average of the 20 comparable communities. In fact, the Town ranks 13th in taxes per capita (Table 6), and 17th in taxes per household as a percent of median household income (Table 7). This, despite the fact that Arlington's tax levy includes more than \$5 million in MWRA water and sewer debt that only one other community includes on its levy.

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is well below the state average and the average of the 20 comparable communities. Arlington ranks 18th out of 20 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is 30% greater than Arlington and the state-wide spending average is 20% greater.

With spending well below the state-wide average and comparable communities, and with revenue growth opportunities well below the state-wide average and nearly at the bottom of comparable communities, it is clear that the structural problem with the Town's finances lies with the revenue side of the equation as opposed to the spending side. Limited growth in the tax base, a tax base almost all residential, coupled with a \$4 million reduction in State aid just since 2002, has left the Town with only two choices — significant budget cuts resulting in service reductions or Proposition 2 ½ general overrides.

EXECUTIVE SERVICES

Table 1

Municipality	Pop Per Square Mile
1 BROOKLINE	8,649
2 ARLINGTON	8,267
3 WATERTOWN	7,765
4 MEDFORD	6,901
5 MELROSE	5,748
6 BELMONT	5,305
7 SALEM	5,101
8 WINCHESTER	3,540
9 STONEHAM	3,487
10 RANDOLPH	3,189
11 WEYMOUTH	3,160
12 WOBURN	3,008
13 WELLESLEY	2,749
14 NORWOOD	2,728
15 READING	2,493
16 NEEDHAM	2,291
17 NATICK	2,188
18 MILTON	2,071
19 LEXINGTON	1,914
20 CHELMSFORD	1,493
Ave w/o Arlington	3,883
Arlington	8,267

Table 2

Municipality	Households Per Sq Mile
1 BROOKLINE	3,889
2 ARLINGTON	3,841
3 WATERTOWN	3,801
4 MEDFORD	2,969
5 MELROSE	2,500
6 SALEM	2,362
7 BELMONT	2,167
8 STONEHAM	1,550
9 WEYMOUTH	1,381
10 WINCHESTER	1,309
11 WOBURN	1,284
12 RANDOLPH	1,189
13 NORWOOD	1,188
14 READING	971
15 NATICK	935
16 WELLESLEY	901
17 NEEDHAM	883
18 MILTON	746
19 LEXINGTON	733
20 CHELMSFORD	611
Ave w/o Arlington	1,651
Arlington	3,841

Table 3

Municipality	New Growth Ave '10-'12
1 LEXINGTON	2.63
2 NORWOOD	2.30
3 NEEDHAM	2.17
4 WOBURN	1.93
5 WELLESLEY	1.69
6 NATICK	1.68
7 SALEM	1.36
8 CHELMSFORD	1.35
9 BROOKLINE	1.23
10 WATERTOWN	1.21
11 RANDOLPH	1.10
12 MEDFORD	1.06
13 MELROSE	0.95
14 BELMONT	0.92
15 WINCHESTER	0.91
16 READING	0.86
17 ARLINGTON	0.83
18 WEYMOUTH	0.82
19 MILTON	0.68
20 STONEHAM	0.61
Ave w/o Arlington	1.34
Arlington	0.83
State-wide Ave	1.53

Table 4

Municipality	FY2012 Municipal Revenue Growth Factor
1 NORWOOD	7.53
2 LEXINGTON	5.39
3 NEEDHAM	3.75
4 CHELMSFORD	4.11
5 BROOKLINE	2.89
6 WELLESLEY	4.40
7 WOBURN	3.41
8 NATICK	4.97
9 BELMONT	3.37
10 MEDFORD	1.78
11 RANDOLPH	2.16
12 MILTON	2.32
13 MELROSE	2.73
14 WATERTOWN	2.71
15 WINCHESTER	2.54
16 SALEM	3.34
17 ARLINGTON	2.48
18 STONEHAM	2.48
19 READING	1.73
20 WEYMOUTH	1.44
Ave w/o Arlington	3.3
Arlington	2.48
State-Wide Ave	2.99

Table 5

Municipality	FY2012 Commercial/ Industrial / Personal % of Total Tax Levy
1 WOBURN	52.53
2 NORWOOD	45.55
3 WATERTOWN	33.41
4 SALEM	28.34
5 WEYMOUTH	24.03
6 NATICK	23.37
7 RANDOLPH	22.86
8 MEDFORD	22.83
9 LEXINGTON	22.27
10 NEEDHAM	22.18
11 CHELMSFORD	19.55
12 STONEHAM	17.46
13 BROOKLINE	16.35
14 WELLESLEY	11.20
15 READING	9.94
16 MELROSE	8.76
17 MILTON	6.10
18 ARLINGTON	6.05
19 BELMONT	6.03
20 WINCHESTER	5.06
Ave w/o Arlington	20.9
Arlington	6.10

Table 6

Municipality	FY2011 Taxes Per Cap
1 LEXINGTON	4075.802
2 WELLESLEY	3578.921
3 NEEDHAM	3222.036
4 WINCHESTER	3012.244
5 BELMONT	2736.284
6 BROOKLINE	2688.114
7 NATICK	2413.052
8 MILTON	2288.696
9 WATERTOWN	2266.387
10 CHELMSFORD	2259.072
11 WOBURN	2200.519
12 READING	2089.794
13 ARLINGTON	2006.325
14 NORWOOD	1911.466
15 STONEHAM	1805.461
16 SALEM	1754.529
17 MELROSE	1672.26
18 MEDFORD	1501.514
19 WEYMOUTH	1450.518
20 RANDOLPH	1262.833
Ave w/o Arlington	2,326
Arlington	2,006

EXECUTIVE SERVICES

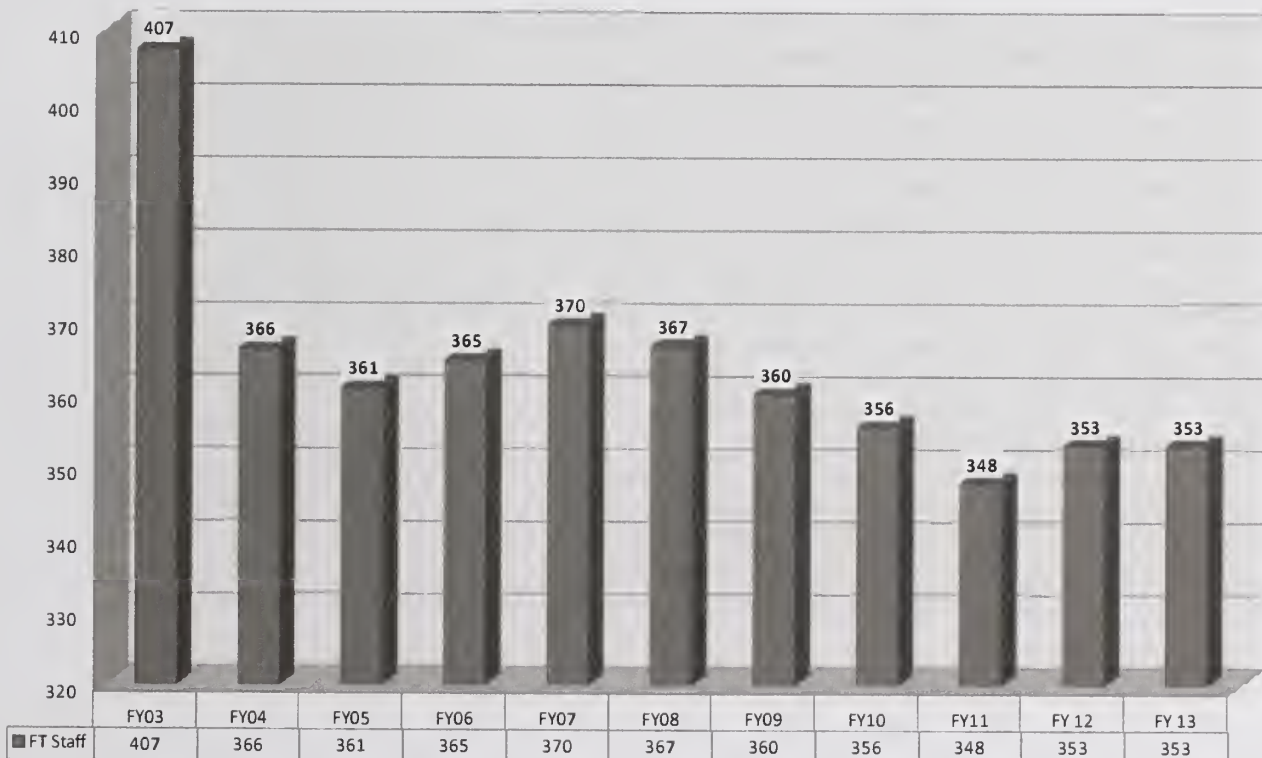
Table 7

Municipality	FY2011 Taxes Per Household as % of '08-'10 median Income	
1 LEXINGTON	8.4%	
2 WELLESLEY	7.5%	
3 WOBURN	7.5%	
4 NEEDHAM	7.3%	
5 SALEM	7.1%	
6 WINCHESTER	6.6%	
7 BELMONT	6.6%	
8 RANDOLPH	6.6%	
9 NATICK	6.4%	
10 NORWOOD	6.3%	
11 MILTON	6.2%	
12 BROOKLINE	6.2%	
13 WATERTOWN	6.2%	
14 CHELMSFORD	6.1%	
15 STONEHAM	5.5%	
16 READING	5.4%	
17 ARLINGTON	5.2%	
18 MEDFORD	5.2%	
19 WEYMOUTH	5.1%	
20 MELROSE	4.6%	
Ave w/o Arlington		6.4%
Arlington		5.2%

Table 8

Municipality	FY2010 Total Exp Per Cap	
1 WELLESLEY	3,861	
2 LEXINGTON	3,758	
3 NORWOOD	3,638	
4 NEEDHAM	3,514	
5 WINCHESTER	3,495	
6 BROOKLINE	3,242	
7 NATICK	3,010	
8 READING	2,989	
9 BELMONT	2,817	
10 CHELMSFORD	2,773	
11 SALEM	2,770	
12 WOBURN	2,730	
13 WATERTOWN	2,686	
14 MILTON	2,498	
15 MELROSE	2,430	
16 STONEHAM	2,429	
17 RANDOLPH	2,415	
18 ARLINGTON	2,232	
19 WEYMOUTH	1,983	
20 MEDFORD	1,904	
Ave w/o Arlington		2,892
Arlington		2,232
State-wide Ave		2,681

**Town Personnel Trends
FY 2003 - FY2013 FTEs**



Financial Structure and Outlook

Each year, for several years, the Town has had a structural deficit whereby the growth in revenues has not kept pace with the growth in costs necessary to maintain a level service budget. This has happened despite a reduction of nearly 50% in the Town's workforce and spending near the bottom of its comparable communities. The annual structural deficit is estimated at approximately \$2.5 million (see chart to right).

It's not anyone's fault that the Town faces an annual structural deficit; it's basic economics. Arlington's spending, by any measure, is well below that of our comparable communities and is not a contributor to the structural deficit. Just the opposite, municipal departmental budgets grew an average of only 2.01% over the last six years (see chart to right). The major expenditure drivers are largely outside of the control of the Town and include cost-of-living increases for employees, health care cost increases, pension obligations, and special education costs. The main cause of the annual structural deficit is revenue based. The Town's revenue growth is at the bottom of our comparable communities for two reasons. First, Arlington is essentially a fully built out community with limited new growth in its tax base, a base that is 94% residential. As noted earlier, in a comparison of new growth in the tax base of 20 comparable communities, Arlington was near the bottom. Second, the Town has experienced massive, disproportionate cuts in its state aid. Arlington receives less real dollars in State aid than it did in 1988. These two factors have made it necessary for the Town to rely on periodic tax overrides to sustain service levels. Still, in the 30 years of Proposition 2 ½, there have been only three general tax overrides.

In 2005 an override was passed based upon a plan that would cover the annual deficit for five years. Despite substantial cuts to state aid and a collapse of the global economy, with tight budget constraints, the funds were made to last six years. As noted above, over these six years municipal departmental budgets grew by an average of only 2.01% a year. The override passed this past spring was based upon a three year plan. As a result of a recent change to the Town's employee health care program, which will provide significant savings, it is now projected that the override funds can be stretched to last five years rather than only three. This will still require tight constraints on budgets. It is interesting to note recently that a neighboring community, which already spends at levels significantly above Arlington's, is "holding" its budget increase to 6%. Despite fixed cost increases and federal and state mandates, Arlington's increase is being held to 3.5%.

The current plan, which is now a five year plan covering the years FY2012 through FY2016, is illustrated in the chart to the right which projects the revenues and expenditures for the five year period. Note that in the sixth year the deficits return.

Typical Annual Growth

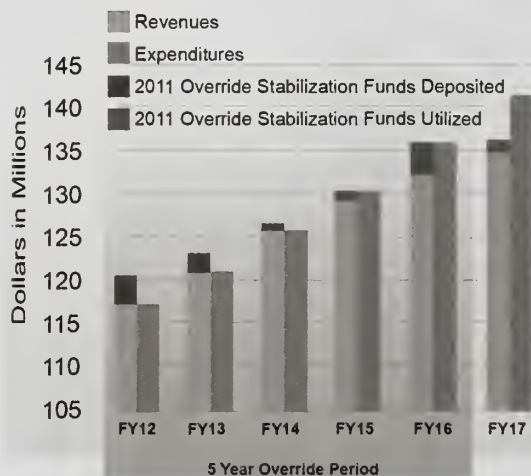
Revenues	
Property Taxes	\$ 2,700,000
Local Receipts	\$ 50,000
State Aid	\$ 150,000
Total	\$ 2,900,000
Expenditures	
Wage Adjustments	\$ 2,000,000
Health Insurance/Medicare	\$ 1,200,000
Pensions	\$ 500,000
Special Education	\$ 900,000
Miscellaneous (utilities capital/dept, other)	\$ 600,000
Total	\$ 5,400,000
Structural Deficit	\$ 2,500,000

Operating Budget Increases

FY 2006 - FY 2011

	Town	School
FY 2006	2.94%	6.17%
FY 2007	2.76%	3.16%
FY 2008	3.93%	3.99%
FY 2009	2.02%	2.46%
FY 2010	0.91%	2.06%
FY 2011	-0.46%	2.66%
Avg. Increase	2.01%	3.41%

Comparison of Revenues/Expenditures



Capital Projects

Highland Fire Station – The Highland Fire Station reopened in July 2011 after undergoing a comprehensive renovation. The station is the first and only Town building that was constructed to meet LEED Silver certification (Leadership in Energy and Environmental Design). This means the station was constructed, and will operate, in accordance with environmentally friendly standards. LEED Silver certification is expected in 2012.

Thompson School Rebuild – In July the Massachusetts School Building Authority (MSBA) approved funding of 50.42% of the Thompson School rebuild project costs. The reimbursement rate increased from 47.2% due to points accrued for energy efficiency and maintenance plans. At the spring Town Meeting, a budget of \$20 million was approved for the project. Demolition of the old Thompson Elementary School occurred late 2011. Construction is scheduled to begin in the spring of 2012. Upon completion, which is anticipated prior to the 2013-2014 school year, the new school will house up to 380 students.

Stratton School – Stratton School renovations were completed with window and heating replacements made over the summer. The Town was awarded a \$739,000 MSBA Green Repair Grant to help fund this construction project. This grant award helped to reduce the amount that Arlington would need to spend to complete the project.

Community Safety Building – The Town completed the first phase of a multi-phase capital improvement program of the Community Safety Building. This phase of the project involved the reconstruction and waterproofing of the plaza between the Community Safety Building and the Cusack Building. This restoration has stopped water infiltration and will prevent future structural damage to the building, while providing a sound foundation for future improvements.

Fenced In Dog Park - Construction has begun on the Thorndike Field Off-leash Dog Recreation Area. The park is expected to open in the spring of 2012. This project was funded by a major financial gift from the Stanton Foundation to construct and operate a fenced off-leash dog recreational area at the park.

Wellington Park Tennis Courts - The Wellington Park Tennis Courts renovation was completed in 2011. When they open in the spring of 2012 they will be the Town's first lighted tennis courts.

Additional Projects Around Town

DPW Increases Roadway Construction Projects

In 2011 Arlington Public Works wasted no time in putting to use the \$400,000 annual increase in its paving budget allowing a significant boost in roadway improvements. Through its contractor P.J. Keating, the Town resurfaced and paved various roads throughout Arlington. Public Works will continue to perform these well-needed roadway improvements in the coming years.

Energy

In 2010 Arlington was named a Green Community by the State's Green Communities Division and received a \$200,188 grant for several energy efficiency projects. This honor was both recognition of the work that Arlington has done in the past to reduce energy usage, but also of the plans it has to further reduce energy use in the future. These plans are directed at attaining a 20% reduction in energy usage by FY2014, using FY2009 as a baseline. As of the end of FY2011 the Town has reduced energy usage by 6%. This is a result of a number of energy conservation measures (ECM's) being implemented throughout the Town's buildings, which have leveraged both state and federal grant awards along with rebates and incentives from the utilities. Next year, the Town plans to continue changing all its street lights to LED technology, continue the purchase of fuel efficient vehicles, and install variable frequency drives for HVAC systems as funding allows. To date, the LED street light changeover has allowed for a reduction of \$77,000 in the FY2013 street lighting budget and projects to save an additional \$70,000 once fully implemented. This year, as a means of making more ECM's possible, an energy efficiency fund is being proposed. This fund would be initially capitalized with an appropriation of \$200,000 from supplementary local aid, and then recapitalized in the future by depositing energy rebates earned from projects back into the fund. Such a fund would allow for ECM's to be implemented in an expedited fashion, and thereby quicken the process of reducing overall energy usage.

Ottoson Solar Panels

Ottoson Middle School was the site of a 3.6 kW solar photovoltaic installation that was supported by a grant from the Massachusetts Clean Energy Center. This system will produce electricity for the Ottoson School and also serve as an educational tool for students attending the school.



Solar Panel Installation at Ottoson.

Symmes

Near the close of 2011, The Town engaged a developer to resume redevelopment of the former Symmes Hospital site. Building permits were issued to Arlington 360 LLC, a partnership between the Upton and Partners and the Jefferson Apartment Group (JAG) in December. JAG bought the mortgage on the Symmes property with its investor, Starwood Capital, days after Upton and Partners were designated by the Redevelopment Board in July in a non-binding vote as the preferred developer for the Symmes project. The project will proceed largely as permitted in 2007 with townhomes, two large multi-unit buildings and with the addition of an expanded public park and a proposed assisted living facility in place of a few townhome structures. Construction is expected to start in 2012.

Former Brigham's Site

Ground was broken at the former Brigham's Ice Cream headquarters in 2011 for a 116-unit apartment building, a separate retail/office building, retail kiosk, and improvements to the Town-owned park along the Mill Brook. A provision of public access across the site to the park from the Minuteman Bikepath was also included.

Massachusetts Avenue Corridor Project

The Massachusetts Department of Transportation (MassDOT) approved the 25% design of the Mass Ave Corridor Project in 2011. Funding is being provided by the Commonwealth of Massachusetts for improvements to Massachusetts Avenue in East Arlington, from the Cambridge city line to Pond Lane. This grant came to the Town as a result of longstanding concerns about pedestrian safety on Mass. Ave. The primary goal of the project is to upgrade the aging infrastructure including resurfacing the road, rebuilding sidewalks, and replacing outdated traffic signals. As part of this project, there will be some redesign of this section of Mass. Ave. to revitalize the commercial area and make the corridor more pedestrian friendly with a healthy balance between automobiles, bikes, pedestrians, and transit users.

The project is being managed by the Town Planning Department and Department of Public Works, with guidance from a Project Review Committee made up of Arlington residents and business owners. Additional design, engineering, and public hearings are planned. Construction is anticipated in 2013. The 75% Mass. Ave. Project Plans submitted to MassDOT can be seen online at arlingtonma.gov/massave

NLC Prescription Drug Card Program Savings

The Town continues periodic outreach on the National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At the end of calendar year 2011, Arlington leads the state in cumulative savings to residents with \$100,737. Arlington is rated #13 in the program nationally.



Communications & Customer Service

The Board of Selectmen and I have made improving public communications and customer service one of our priority goals. This annual report is one such communication vehicle in which we put a great deal of effort to make it informative, easy to read, and attractive. The Town also makes these reports available online at arlingtonma.gov/annualreports.

Twenty years ago the local newspaper, mail, and the telephone were the main sources for reaching a majority of the Town's population. They still are, but that is changing quickly. A variety of available communication channels offer tremendous opportunities in reaching vast audiences in an efficient manner. The internet, cell phones, smart phones,

text messaging, and social networking all compete with traditional media to get one's attention. Having all these options is exciting, yet they pose unique challenges in informing the public effectively. With all these choices there is no single communication channel that reaches all residents, and trying to support too many would quickly deplete our resources without necessarily achieving our communication goals.

To meet the growing demands of more real-time, in-depth information from the public and to be more accessible, the Town is focused on the following core communication and customer service channels. These channels help inform the public about general Town activities and during emergencies as well as build stronger relationships with our residents and efficiencies for our staff.

Town of Arlington Notices

Town of Arlington Notices are official notices sent by the Town to subscribers, via email, 2-4 times per week. This opt-in email distribution list delivers information on Town activities including: public health and public works alerts, election information, and special Town related events. Notices are a very helpful tool to get the word out quickly, or in advance, to the public. For example, during multiple and changing parking bans at the beginning of 2011, due to snow, or when a Town-wide street sweeping operations is planned.

In 2011 we added 1,137 subscribers to the Notices email list - a 38% increase for a total of 4,141 subscribers. Compared to the number of households (19,000), and assuming one subscriber per household, this would represent 22% of households receive this email. We are pleased with the growth, but we would like to see every resident subscribed to Notices as this is a timely and cost-effective communications mechanism. Residents can subscribe online at arlingtonma.gov/subscriber. Additional email lists are available including Senior News & Notices, Recreation programs, Playing Field Status, Selectmen Agendas, and School Committee Agendas.

Subscribers to Town of Arlington Notices	2011	2010	2009	2008
Number of Subscribers	4,141	3,004	2,450	1,400
% of Growth from previous year	27%	18%	43%	38%
% Compared with # of households (19,000)	22%	16%	13%	7%

Arlingtonma.gov

The Town's website supports one of the top priority goals of the Board of Selectmen: enhance public communication and customer service and leverage technology to improve efficiencies. Currently the site is made up of over 7,000 pages and growing, serving a population of 42,000, surrounding communities, and more. Arlingtonma.gov supports the online information and outreach activities of community requests (calendar listings, links), fifteen departments, and over sixty-five boards, committees, and commissions, who are much more active with the institution of the new Open Meeting Law (OML) in July 2010. The new workload of the OML compliance alone, adds approximately 1,000 pages to the site annually. It's just one example of the growing demands of more real-time, in-depth information from the public.

In 2011 arlingtonma.gov recorded over 1.35 million page views, 547,000 visits, and averaged 23,000 unique visitors per month. When comparing 2010 with 2011 the traffic is similar and shows that the site is consistently being utilized and at very large volumes. This is expected as our audience, our residents, is fairly fixed at 42,000. What is important to measure is visitor loyalty. Between 2008 and 2009 those who visited the site more than 200 times a year, almost doubled (14K-27.7K) – and has held fairly consistent since then.

Website Traffic (arlingtonma.gov)	2011	2010	2009	2008
Page Views	1,354,141	1,315,370	1,341,842	1,200,011
Visits	547,114	511,409	488,500	416,859
Unique Visitors	276,345	257,987	242,245	227,519
Visitor Loyalty- # of Unique Visitors Over 200 Visits	24,157	29,585	27,693	14,101

EXECUTIVE SERVICES

Request/Answer Center

The Request/Answer Center is Arlington's online customer service center where residents can make requests of Town services (and track them), ask questions, and search an extensive knowledge base, 24 hours a day. 2011 marked the fourth year for the Request/Answer Center and it continues to increase usage from both residents and staff.

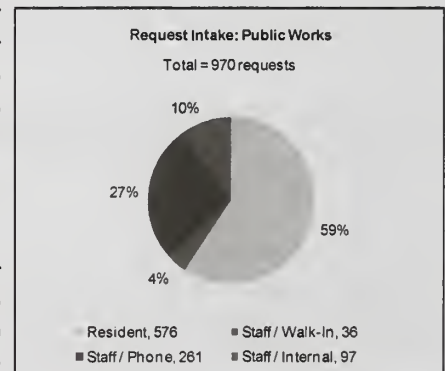
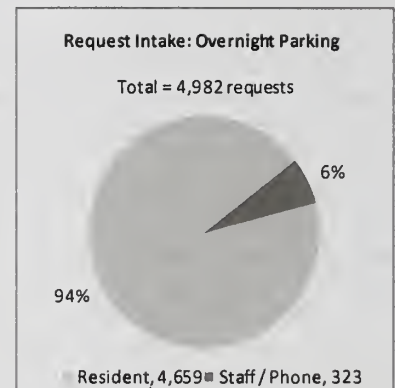
A major feature of the service is the ability for residents to easily search an extensive database before asking someone at Town Hall a question (Find Answers). If they cannot find the answer, their question is forwarded to staff for response. Since launching the service, over 458,000 answers were viewed, yet, only 1,624 questions were forwarded to staff for an answer (less than 1%).

Request/Answer Center: System Stats	2011	2010	2009	2008
Answers Viewed on Portal	203,484	90,249	107,661	57,124
*Productivity Preserved in Hours/Answers Viewed	16,957	7,521	8,972	4,760
**New Customer Registrations	3,071	1,872	1,022	700
Requests Created	2,868	2,314	1,951	1,881
Requests Closed	2,616	2,214	2,004	1,604
% Questions/Requests Remain Open System	11%	13%	18%	9%
Request/Answer Center: PIO Requests	2011	2010	2009	2008
Requests Created	897	739	710	572
Requests Closed	934	708	690	557
% Questions/Requests Remain Open System	8%	10%	6%	5%
*Productivity Preserved in Hours. Answers Viewed are phone calls not answered by staff. Avg length of call = 5 minutes				
**Duplicate customers ID'd - same customer using multiple emails estimated adjustment is 5-10%				

This is a significant statistic and indicates that the Request/Answer Center is working. Residents are getting their answers on their own – true self-service - and the Town is preserving productivity. In measuring productivity, "Answers Viewed" online are potential phone calls not handled by staff. If an average phone call takes 5 minutes to answer, then this feature preserved, on average, 9,552 hours for the Town annually, or the equivalent to 5.25 Full-time employees per year.

Another way in which we utilized this service for productivity gains is helping the Police department with a long standing challenge of receiving multiple phone calls to dispatch requesting an Overnight Parking Waiver. The challenge was not only in the time and interruptions these calls created, but the ability to track them. In November 2010, the APD employed the Request/Answer Center and a dedicated hotline to redirect those requests away from dispatch. In the first full year of this program (2011) 4,982 requests were rerouted to these two channels. A whopping 93% were entered by residents via the Request/Answer Center (online self-serve) and 9% by staff (transferring hotline calls). This new method attained its goals of relieving Police dispatchers from taking these non-emergency requests so they could focus on public safety calls. Plus this new method of collection provides the APD with tracking for enforcement and general trending they did not previously have.

In 2011 the Request/Answer Center received over 2,800 Requests and Town staff closed 2,600. Public Works leads the way in just under 1,000 Requests submitted. The Department receives an average about 940 Requests per year, but estimates this is a small percentage of all Requests submitted to the Department. The challenges of multiple communication channels available to "reach the public" hold true for "the public to reach the Town." The more channels, the more coordination needed. Residents are submitting requests via phone calls to dispatch, voicemail, email, walk-ins, and the Request/Answer Center. We need to be accessible, but we also need to better control our request intake to preserve productivity. Last year was an approximate even split between staff entered vs. resident entered



Requests. This year, we have seen gains in resident submitted Requests, but we need to improve this even more. Increased outreach in this area is needed to encourage residents into a more 'self-service' model for entering their Requests online via the Request/Answer Center, so staff can focus on fulfilling them.

Arlington Alerts

Effectively notifying the public in an emergency is a top priority and requires tremendous coordination. It's the collaboration of many departments and groups around Town, and oftentimes with state and federal officials, working together to compile and disseminate critical information to the public, quickly and clearly. In emergencies the Town faced in 2010 (Boil Water Order) and 2011 (excessive snow), we recognized the need to improve our emergency phone notification system. In early 2012 the Town launched the Arlington Alert System. This new system offers faster phone notification (10-20 minutes vs. 3-4 hours for a Town-wide phone call) and the addition of text and email notification capabilities. The Arlington Alert system also allows residents to manage their contact information via an online self-registration system. We encourage all residents to register in the system. If you did not receive the test phone call from the Town in January 2012, are not sure, or would like to add additional phone numbers, text, email information, please do so online at arlingtonma.gov/subscribe.

Arlington continues its efforts to improve communications and customer service while cultivating positive relations with residents. We also strive to maximize technology for efficiencies and will continue to build upon these valuable Town assets. We put a lot of effort into making sure our award-winning website is timely and accurate, the Request/Answer Center is working properly and responding to resident needs, keeping residents up-to-date through Town Notices, and to be prepared for an emergency with Arlington Alerts. We constantly evaluate all our channels to maximize service and efficiency. It is important to note, none of the success can be realized without skillful human intervention and collaboration. From the many content contributions from staff, boards, and committees, to residents utilizing these channels, we continue to help residents 'get connected' and 'stay connected' to Town Hall.

Dedicated Team

After serving as Arlington's Town Manager for the past eight years and after a 37 year career in municipal management, I will be retiring in February 2012. It has been a privilege to serve the residents of Arlington. Subsequent to my appointment as Town Manager, my wife and I bought a home here and feel fortunate to be a part of this great community. My heartfelt thanks go out to all the residents of Arlington.

Arlington is a community of caring and generous people who willingly give of their valuable time to help others and to make this the special community that it is. I am always struck by the countless residents, with amazing professional backgrounds, who give of their valuable time to serve the Town in various capacities including boards, committees, and Town Meeting.

I am especially grateful to the Board of Selectmen for its leadership, dedication, and support. This is one of the hardest working Boards that I have ever worked with in my 37 years and always did what it felt was in the best interest of Arlington. The Board made an excellent choice when it appointed Adam Chapdelaine to replace me as Town Manager. Adam is extraordinarily talented and dedicated and has already been recognized nationally as one of the top young municipal leaders in the country. With the Board and Adam leading the way, working together with the Town's management team, employees, and boards and committees, the Town will be well served for years to come.

I also want to express my appreciation and admiration for the Town's entire management team. The talent and dedication of every one of these individuals is extraordinary. Maryellen Remmert Loud, our Library Director who recently announced that she will be retiring in April, is a prime example. Under Maryellen's leadership for the past 27 years, Arlington's library system flourished, even in the difficult financial times. Through her professional skills and dedication she was able to do more with less. Maryellen was a visionary leader with the management skills to achieve her vision. She will be greatly missed.

I would also like to thank my office staff, Eileen Messina, Domenic Lanzillotti, Joan Roman, and Will Nguyen. They are exceptional public employees dedicated to providing the best possible service to each and every person interacting with the Town Manager's Office.

Receive time-sensitive notifications
Phone * Text * Email

Arlington Alerts



Register at
www.arlingtonma.gov/subscribe
or call 781-643-1212

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Keeping citizens informed

PERSONNEL DEPARTMENT

The Personnel Department serves all of the employees of the Town that are appointed by the Board of Selectmen, the Town Manager, the Comptroller, the Town Treasurer, the Town Clerk, and the Board of Assessors. The purpose of the Department is to administer the Town's compensation and benefits programs. Additionally, the Department deals with a wide variety of issues relative to quality of life in the workplace and seeks to improve the effectiveness of Town services by recruiting the best employees and reviewing and improving the Departments' organizational structure.

The Department handled over one-hundred personnel transactions relating to a myriad of positions. This includes retirements, resignations, promotions, vacancy postings and advertisements, interviewing, selection, and enrollment of new employees. The Town had twenty-four new hires in the year 2011.

The past year was an extraordinary one for the Personnel Department. Early 2011 made for many difficult discussions with employee groups as the future of the Town's finances was uncertain. Without a successful override there would have been significant service cuts including reductions in manning in both the police and fire departments, cuts to library hours and public works staffing; all of these potential impacts needed to be bargained with the employee unions well in advance of their possible implementation.

Also in early 2011 the Director assisted the Arlington Public Schools (APS) in the recruitment of a Human Resources Officer. The APS hired Mr. Robert Spiegel as their first Human Resources Officer in 10 years. Immediately, Mr. Spiegel has shown himself to be an enormous asset and we are hopeful that he will be successful in the development of a fully staffed Human Resources Department for the Arlington Public Schools to support them in best utilizing their talented staff, preventing liability, and fostering good labor relations.

This summer the Board of Selectmen voted to adopt new legislative provisions to allow the Town to transfer its health insurance subscribers to the Commonwealth's Group Insurance Commission (GIC). The Director of the Department served as part of the collective bargaining team that for many years had discussed with the employee unions health insurance changes, including the possibility of going to the GIC. In September the Town and the employee unions, through its Public Employee Committee (PEC), reached an agreement on entering the GIC. The Department was then charged with the task of transferring 3,000 people to the GIC with an effective date of January 1, 2012. Additionally the Department had to offer a new dental plan, new health reimbursement account and for the first time, a health insurance opt-out program was offered to retirees as well as all active employees enrolled in our

plans as of July 1, 2011. By any measure, the transfer was very successful. The Department offered over 25 information sessions to employees and retirees in addition to offering extended weekend walk-in hours for personal assistance.

In the late fall Town Manager Brian F. Sullivan and long-term Library Director MaryEllen Remmert-Loud announced their plans to retire. The Director of the Department will serve the Board of Selectmen in their search to replace Mr. Sullivan and will be instrumental in the process to select a new Library Director.

The Department also worked closely with Department Heads to successfully facilitate a number of disciplinary issues and workplace investigations.

2012 Objectives

The Department of Personnel will continue to assist departments in the recruitment and retention of high caliber employees committed to excellent public service. The Department will strive to provide excellent support to all employees and retirees who may have questions about the new insurance plans. The Department looks forward to settling into our new benefit plans and to efficiently and capably administer them.

The Department will also continue to audit our policies and practices to ensure compliance to various collective bargaining agreements and employments laws.

EQUAL OPPORTUNITY

The Town of Arlington has established the following mission statement relative to Equal Opportunity:

"The Town of Arlington recognizes its legal obligation and moral responsibility to provide Equal Employment Opportunity to its employees and potential employees. The Equal Opportunity Advisory Committee, a volunteer committee appointed by the Town Manager, is committed to the Equal Opportunity program to prevent discriminatory employment practices. The Committee assists the Town in implementing its Equal Opportunity Plan which creates the mechanism and sets the standards by which Equal Opportunity will be assured."

The Equal Opportunity Advisory Committee (EOAC) meets monthly, on the 2nd Wednesday, in the Town Hall Annex. The Committee meetings are open to the public and public attendance is encouraged.

In early 2011 the Committee encouraged the Personnel Director/Equal Opportunity Officer to pursue filing a warrant article to change the way original Labor Service Appointments are made in the Town of Arlington. The Committee wrote to Town Meeting members expressing their support for favorable action under the article and in the spring Town Meeting voted overwhelmingly in favor of the article and the home rule legislation was enacted in late 2011. Under the former system, people would sign up for Labor Service positions on a

roster and were considered for appointment in the order in which they appeared on the list. The Committee felt strongly that the Labor Service roster hiring system rewarded people who understood how the system worked rather than allowing hiring on the basis of merit. Dispensing with this system allows for a more open process for hiring prospective applicants for Labor Service Positions within the Town. As it was enacted, the legislation allows current and prospective employees to continue to enjoy the protections of civil service.

Throughout 2011 the Committee reviewed monthly reports from the Personnel Director /Equal Opportunity Officer regarding employment opportunities for the Town. The principal focus of the Committee is to ensure that people of all races and ethnic backgrounds are given equal opportunity to apply for and receive positions of employment here in Arlington. The Committee continues to try to increase the number of minority and female applicants for positions of employment by communicating with the population at large through posting Town positions in media that serve different minority communities in the area. In 2008 the percentage of minority applicants interviewed for Town positions was 4%, and since that time we have seen a modest improvement to 10% in 2011. The Committee continues to strategize about new and inventive ways in which to attract qualified minority applicants.

The Personnel Director worked closely with the Committee in ensuring compliance to the Town's By-laws with regard to female and minority participation goals for all construction projects exceeding \$200,000 which include the renovation of the Stratton Elementary School, and ongoing Water and Sewer rehabilitation projects.

The Committee closed out the year by meeting with newly elected Town Clerk Stephanie Lucarelli, Public Works Director Michael Rademacher, and Deputy Town Manager Adam Chapdelaine. The Committee takes these in-person meetings as an opportunity to express the importance of valuing diversity in the workplace and having fair and equitable hiring practices.

Any person interested in this issue of Equal Opportunity is encouraged to contact the Equal Opportunity Officer at 781-316-3121 or email cmalloy@town.arlington.ma.us.

INFORMATION TECHNOLOGY

Effective July 2007, the Annual Town Meeting voted to establish a consolidated Town-wide Information Systems and Technology Department under the general supervision of the Town Manager. The functions of the Department fall into three broad categories:

- Town and School hardware, networking, telecommunications, and software infrastructure

support;

- Town and School administrative applications, implementation, training, and support; and
- School Academic applications implementation, training, and support.

The first two categories shall be under the management of the Town Manager and are supported in this budget item. The third shall be under School Superintendent and is supported in the school budget. The Information Technology Department is responsible for supporting, implementing, and upgrading over nineteen-hundred personal computers across Town and School departments, fifty PDA's, over four hundred printers, thirty six servers, Town and School network infrastructure, electronic communication systems, the Munis financial software system, PowerSchool (student information system), electronic security systems, Integrated Collection System, Automated Meter Reading System, and numerous Town and School websites.

Initiative Overview

In 2011 the Information Technology Department continued to upgrade the Town and School information technology infrastructures, and improve the systems performance and security, while accommodating various departmental requests. The Department supports the Town and School's files, applications, websites, database servers, network, hosted environments, adding new equipment and consolidating systems as needed.

Ongoing improvements are being made to the security infrastructure by continually upgrading anti-virus, anti-spyware, and spam protection services. We continue to upgrade and reconfigure Network switches with the capability to support wireless connectivity, Voice Over Internet Protocol, gigabit speeds and to provide better performance and greater security. Arlington Public Schools continued its expansion of its cloud computing initiative by adding an AHS student domain within the Google environment for e-mail, Google Docs, Calendar, and Google Sites. Construction and renovation projects were a big part of last year's project scope for the IT group and many other departments throughout the Town and School.

Strategic Initiatives

- Hired GIS (Geographic Information Specialist) and began hardware and software evaluations to support an enterprise GIS system.
- Began building-security assessment project with the contracting of a security specialist to investigate and recommend solutions to better secure Town and School buildings.
- Thompson School de-commission. Remove and relocate network, telephone, and desktop equipment to the Bishop, Stratton, and Hardy Schools to support Thompson

students moving to those elementary schools during construction of the new Thompson School.

- Stratton school renovation project included additional electrical and network connections to support a new computer lab and the students transitioning from the Thompson School.
- Highland Fire Station renovation project brought updated desktop, network, telephony, and security infrastructure to the Fire Department's newly renovated station.
- DPW renovation and administrative office consolidation project and move from Town Hall to newly constructed offices in Grove St. facility.
- Document management assessment project kicked off with Selectmen and Clerks office.
- Added Emergency Management and Auxiliary Fire Groups to enterprise inventory control system.
- Purchased and installed network wireless controller to support wireless connectivity to Town and School buildings.
- Partnered with Apple computer, the Special Education Department and the IT group to implement a Pilot project that places fifty iPads in the Special Education Department and created a plan to assess pilot results.
- Hired Library Media Specialist to first transition AHS and Ottoson Media Centers to a more research based and group oriented "Learning Commons", and second to apply lessons learned to the Elementary School Libraries.
- Partnered with Google to implement sixty donated Google Chrome Laptops to AHS and the Ottoson Middle School Media Centers/ Learning Commons.
- Created and distributed RFI for Online Electronic Payment vendor. Once chosen product would be implemented across Town and School departments.
- Redesigned Tax Bills to incorporate Intelligent Mail Barcodes on bills for more efficient mass mailings.
- Created School/Academic Strategic Technology Plan.
- Purchased, implemented, and converted aging SPED system to EasyIEP. Created automated integration processes to PowerSchool (Student Information System).
- Created maps and integrated information from PowerSchool (Student Information System) in order to facilitate discussions surrounding School Re-Districting.

Infrastructure/Operational Initiatives

- Purchased and installed Enterprise wireless controller to support wireless connectivity across the Town and School.
- Upgraded Town Backbone Switch connections to all servers to 1 GB, which resulted in enhanced performance via faster file access and shorter backup windows.
- Installed Barracuda Email archiver to support Towns email archiving requirements.
- Created and printed 163,000 water, real estate, personal property, and excise tax bills.
- Upgraded the Assessor's office to the latest version of Patriot System assessment management software along with upgrading server hardware. Created automated integration links between Patriot System and ESRI GIS software
- Increased all Elementary School Computer lab capacity to thirty seats in order to support rising enrollments across the District.
- Continued upgrading Desktop software to Windows 7 and Office 2010 across the Town and Schools.
- Purchased 94 projectors, document cameras, speakers, and constructed mobile carts for distribution to classrooms.
- Removed and reinstalled over 250 desktop systems, printers, multi-purpose devices to support the de-commission of the Thompson School, Stratton Renovation project and the distribution of systems to the Bishop, Hardy, and Stratton.
- Installed wireless switching equipment to support deployment of wireless access points in the AHS Auditorium, Media Center/ Learning Commons, Computer Labs, Ottoson Media Center/Learning Commons, and in the sixth, seventh, and eighth grade cluster areas.
- Installed new projection system, remote control screen and integrated projection system with existing sound system in the AHS Auditorium for use during full school assemblies.
- Purchased and installed forty flat panel computer monitors from State's surplus hardware program and drastically reduced cost.
- Performed major electrical power system upgrade in the Town server room. Installed highly modular and upgradeable APC Battery Backup System to support new server rack and the installation of additional electrical circuits.
- Setup wireless access, Laptop computers, and printers for the Moving Wall project
- Upgraded Legal Department Worldox Soft-

ware and replaced aging server.

- Replaced all Police Patrol Car Panasonic Tough-books with PC Patrol mobile computing devices.
- Updates to Software Packages were done this year for Recreation Dept. Town email, ArcServe Backup product.
- Processed 6 public records requests

FY2012 Objectives

- Create Implementation plan for a Town-wide document management system.
- Create plan and implement requirements of Building Security Assessment.
- Automate the Selectmen's office meeting information packet process.
- Implement facilities booking program to coordinate reservation and use of Town and School facilities booking system.
- Upgrade Munis system platform with the possibility of taking advantage of Munis' hosting environment.
- Continue creation of enterprise GIS system. Select GIS web viewer and forms platform.
- Investigate and implement Water meter reporting System to support customer inquiries
- Continue development and implementation of a multi-year disaster recovery program.
- Perform wireless network assessments in all Schools across the District and Town Hall.
- Upgrade video surveillance system cameras.
- Create Town 3-5 year Strategic technology plan with assistance from ITAC and leadership team.
- Upgrade Voting system to support poll redistricting.
- Purchase and install 120 Laptops with Carts for use at the Ottoson in the 7th and 8th Grade Clusters and Media Center.

LEGAL DEPARTMENT

The Legal Department functions as a full-service law office that furnishes legal opinions and legal advice on a daily basis concerning matters referred to it by the Board of Selectmen, Town Manager, School Department, and all other Town departments and the various boards and commissions. The Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on operational and project-related legal issues. In 2011 the Legal Department consolidated its advice on frequently asked question in a comprehensive legal handbook for Town employees, officers, boards, and commissions concerning commonly appli-

cable state-law requirements, such as the state Conflict of Interest Law, Public Records Law, Open Meeting Law, and others. The Town Counsel researches, drafts, and prepares warrant articles and votes for Town Meeting. The Department investigates all claims made against the Town and advises and monitors Town regulatory compliance in order to coordinate all legal affairs of local government. The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal and administrative proceedings.

As with any corporation, The Town of Arlington has constant involvement in contractual and other legal instruments with public, private, and governmental agencies. These include, but are not limited to, the purchase of properties and materials, rendering of services, awarding of grants, drafting of applications, contracts, leases, deeds, and other legally binding instruments. Moreover, the Legal Department is charged with drafting and reviewing a further array of legal instruments such as licenses, releases, easements, and a multitude of other documents as required for protection of the Town's interests in increasingly complex legal matters.

Moreover, the Legal Department is responsible for the management of the Town of Arlington's Workers' Compensation Self-Insurance program. From the timely processing of claims through the vigorous investigation of accidents, the Department aims to protect workers from the economic consequences of injury, promote safe work environments, and assist injured employees in both their medical recovery and return to work, with the overall goal of limiting the Town's liability while focusing on the fair treatment of injured workers. Coordinating with participating network pharmacies, the Legal Department manages an in-house prescription program with the goal of maximizing generic alternatives, providing greater control with the authorization for drugs outside our formulary design, reducing costs to the Town commencing at the point of fill and eliminating "first-fill" out-of-pocket prescription expense to the injured employee. In addition, the Department coordinates return-to-work programs and procedures to assist those injured employees in a safe and expedient integration back into the work force following an industrial injury. The Legal Department is prepared to, and does, litigate all contested Workers' Compensation cases before the Department of Industrial Accidents as well as tracking and commenting on any pending legislation affecting the Town's Workers' Compensation program.

The Legal Department oversees line-of-duty injury claims administration for all police and fire personnel and provides complete claims management for any injured on-duty uniformed employee of the police and fire divisions consistent with appropriate provisions of law, fairness to affected employees, and prudent financial practices.

CENTRAL MANAGEMENT SERVICES

The Legal Department appeared regularly in the District and Superior Courts of the Commonwealth for hearings on motions, including many significant dispositive motions as well as many successful hearings and trials. Furthermore, as the legal representative for the Town of Arlington the Legal Department has prevailed in several arbitrations and administrative proceedings.

Future Objectives

In cooperation with the various Town departments, the Legal Department will work to enhance a debt recovery program where monies owed to the Town of Arlington are recovered.

Additionally, the Department will be working with the Town's management team to develop requested legal and policy positions in a variety of substantive areas.

The Legal Department is engaged in continuously reviewing all Policies and Practices of the Board of Selectmen and making recommendations to make them more effective and up to date. Current examples include review and re-drafting of rules and regulations relating to taxi licensure and criminal background checks in connection with certain license and permit applications. Preparation of a policy handbook for use by the

Board of Selectmen is another future objective of the Legal Department.

In conjunction with the Cable Advisory Committee, the Legal Department has and will continue to provide assistance to the Board of Selectmen in its capacity as the Town's cable licensing authority.

In association with the Town's Information Technology Department, the existing document management system will be expanded to better support the organization, control, retrieval, and indexing of paper and electronic documents.

As opportunities arise, the Legal Department will continue to be involved in adjudicatory hearings before the Federal Environmental Protection Agency (EPA) and the State Department of Environmental Protection (DEP) in order to eliminate the Somerville and Cambridge combined sewer outflows into Alewife Brook, which when activated have caused considerable flooding of untreated effluent affecting many abutters in East Arlington. The goal of the Town's involvement is to convince these regulatory agencies and municipalities to undertake substantive and immediate action to mitigate the unwholesome effects such overflow activity has on certain Arlington neighborhoods.



Town Hall Gardens

FINANCE COMMITTEE

During 2011 Chairman Allan Tosti led the Finance Committee (FinCom) assisted by Vice-Chairs Richard Fanning, Charles Foskett, and Alan Jones. Peter Howard served as secretary. The FinCom has twenty-one positions, one for each precinct. The appointing authority (Moderator, Trust Fund Commissioners Chair, FinCom Chair) acted to reappoint all members whose terms had been completed and to fill all vacant positions.

In January the FinCom began its yearly effort to develop a comprehensive balanced Fiscal Year 2012 (FY2012) budget recommendation for the Annual Town Meeting, which begins in April. At least one of the Finance Committee subcommittees reviewed each departmental budget with the corresponding department head. The school budget subcommittee attended School Committee meetings in order to gain an understanding of the school budget. Hearings were held on all Warrant Articles requiring an appropriation or having a financial impact. Thirty-one full committee meetings were held which, when combined with numerous subcommittee meetings, made for a busy winter and spring schedule. The Committee's report was distributed to Town Meeting members at the first meeting.

Because of the continuing recession, budget decisions were again difficult. Failure of the Town to reach agreement with the Town's unions on entering the state's Group Insurance Commission (GIC) cost the Town several million dollars. Consequently, a budget was prepared that balanced severe revenue reductions with equally severe service reductions. Faced with this situation, the Selectmen led a \$6.4 million override campaign. At the same time, the Selectmen were asked to consider a \$1.5 million Pay As You Throw program. The FinCom prepared an alternate budget based on a successful override vote. This alternate budget, made available before the override vote, was approved by Town Meeting when the override passed. This budget maintains Town services at the FY2011 level.

When the Legislature enabled towns to enter employees into GIC without union approval, the Town reached agreement with the unions over the summer so that substantial savings are projected to start next year. State Aid reductions were somewhat less than predicted. So the override funds are now predicted to extend past the three-year override commitment to five years (through 2016).

The Finance Committee also continued to monitor other ongoing activities that could have a large financial impact through regular reports by Town officials. A major concern are the proposed federal spending reductions. Other issues include funding for the final round of school renovations, the renovation of the Town's fire stations, the increasing costs of pensions, the capital

cost of renovating the Minuteman Tech building, and funding the liability for retired Town employee health insurance. The Finance Committee will continue to work with other Town officials and citizens to deal with these issues and will keep the Town Meeting informed of the Town's progress.

OFFICE OF THE TREASURER & COLLECTOR OF TAXES

Mission Statement

The Office of Treasurer & Collector of Taxes is responsible for the collecting and custodianship of all funds and receipts belonging to the Town of Arlington.



Stephen J. Gilligan, Treasurer & Collector of Taxes

Overview

The Office of the Treasurer & Collector of Taxes consists of four divisions under the Treasurer/Collector. The four divisions are: Treasury, Collector, Payroll, and Postal. The Treasurer also serves as Parking Clerk.

The elected Town Treasurer and Collector of Taxes is responsible for managing and directing the tax billing and collection process, receiving all monies from Town departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer serves as Custodian of Funds for all Town monies. The Treasurer performs his fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consultations with financial advisors and investment institutions, and participating in government finance officer's seminars and conferences. Mr. Gilligan is an active member of both the national Government Finance Officers Association of the US & Canada, and the Massachusetts Collectors & Treasurers Association. Mr. Gilligan is Certified as a Massachusetts Assessor, and a Member of the Board of Directors of the New England States Government Finance Officers Association.

FINANCIAL MANAGEMENT SERVICES

Program Description

The Treasurer/Collectors office is responsible for the proper handling and management of all monies belonging to the Town. Included within these responsibilities are the following:

- Responsible for the billing and collecting of all Real Estate Tax, Personal Property Tax, Motor Vehicle Excise Tax, Parking fines and Permit fees, Water & Sewer accounts, and collecting all Town and School Department(s) receipts. Payments are received directly in the Treasurer's Office, through the mails, via online electronic checking transactions, and lock-box.
- Receiving and reconciling all deposits from all departments and authorities that charge fees and/or receive monies. Supports and assists all departments in the collection of delinquent accounts.
- Responsible for deposits and investment of all Town funds.
- Determine cash flow to meet vendor and payroll warrants.
- Supervise and direct all short and long-term borrowings. Strategic goal is to maintain the highest possible Bond Rating, based on the Town's financial reserve and budgetary situation.
- Manage and direct relationships with finance professionals and institutions that provide custodial, investment, and depository services.
- Responsible for promoting and administering the Arlington Citizens Scholarship Foundation/Dollars For Scholars Program.
- Provide quality customer service to all Town residents in the performance of the above-described duties.

Budget Statement/Future Outlook

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect, invest, and/or process over \$120,000,000 in Town revenues.

Given the current economy, interest income revenue will be significantly lower than previous years.

Objectives

- To work with IT Department to develop RFI for online credit card payments for Treasurer's office and all Town and School Departments.
- To work with the Town Manager's office to develop an RFI to consolidate the Towns existing 457 plans into a single administered plan.
- Support IT Department's efforts to implement debit and credit processing for Town of Arlington.
- To present alternative investment strategies for the Town's Trust Funds.

Accomplishments 2011

- RFP Award of 457b Plan Employee Retirement Savings Account to single plan provider. Treasurer led project team in developing strategy to eliminate all fees to individual employee accounts with a potential average savings of \$18,000, per employee, over the term of the plan.
- Current annual net realized gain on all trust fund accounts is 4.57%. Treasurer provided on-going supervision of Investment Advisor as well as managing the quarterly meetings between the Investment Advisor and Trust Fund Commissioners.
- Attained a top rating of Triple-A ("AAA") from Standard & Poor's rating agency for the 6th

Office of Treasurer & Collector of Taxes	Performance Metrics Over 5 Years				
	FY2007	FY2008	FY2009	FY2010	FY2011
Real Estate Bills Processed	60,000	60,000	59,988	60,084	60,119
Motor Excise Bills Processed	40,000	40,000	35,507	35,112	35,222
Water & Sewer Bills Processed	25,000	25,000	24,817	24,849	24,965
Subsequent Delinquent Bills and Notices	15,000	15,000	17,381	22,324	22,604
Liens - Revenue from Water & Sewer Delinquencies	\$104,758	\$126,419	\$140,465	\$134,180	\$183,273
Lien Certificates Processed	2,211	1,603	1,170	1,452	1,674
Revenue from Lien Certificates	\$39,600	\$29,250	\$57,873	\$72,600	\$83,700

consecutive borrowing. Arlington is a member of a group of 21 communities in Massachusetts attaining this highest designation.

- Managed successful annual borrowing of \$10,250,000 bond with an interest rate of 1.402% for \$9,410,000 and 1.893% for \$840,000 with a "AAA" rating from Standard and Poor's
- Treasurer's Office continues to achieve one of the best commitment-to-collection ratios of real estate and personal property taxes of any community in Massachusetts by developing internal collection procedures with a focus on end-of-fiscal-year results. Real Estate Tax collections is at 100%
- Aggressively managed the on-time issuance of all billing and collections for Real Estate Tax, Motor Excise Tax, Water & Sewer, and Parking, accurately and on time to avoid short-term borrowing.

Performance / Workload Indicators

- Issuing, processing, and collecting 60,119 Real Estate bills, 35,222 Motor Excise bills, and 24,965 Water & Sewer bills. Initial bills issued: 120,306, plus 22,604 subsequent delinquency bills/notices. Total bills issued: 142,910, all bills issued and mailed on time, meeting legal mandates.
- Managed \$85M Real Estate Tax collections down to delinquent receivables of 161 Tax Title accounts.
- Executed, advertised, and filed in land court all delinquent Real Estate accounts within the same fiscal year.
- Municipal Lien Certificates processed: FY 07 -2211; FY 08 - 1,603; FY09 -1,170; FY10 - 1,452. FY11 - 1,674
- Revenue from Lien Certificates: FY07 - \$39,600; FY08 - \$29,250; FY09 - \$57,875; FY10 - \$72,600; FY11-\$83,700
- Lien all delinquent water accounts onto real estate bills annually. Total annual amounts: FY07 - \$104,758, FY08 - \$126, 419, and FY09 - \$140,465, FY10 - \$134,180, FY11-\$183,273. Treasurer's office utilizes management best practices to better enable our reducing these amounts to less than 1.5% of the annual Water & Sewer amounts committed for collection.
- Preparation of financial material for receipts, deposits, investments, income, and debt for annual Town audits.

COMPTROLLER/TELEPHONE

The Comptroller's Office is responsible for the Town's books of account and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports, and other financial reporting as governed by Federal and State governments. The Comptroller is responsible for the direct management and supervision of the Telephone Department.

The Telephone Department is responsible for the operations of the Town and School phone system, including maintaining the two PBX's and voicemail systems.

Major Accomplishments

- Closed books and had Town audit and free cash certified on a timely basis.
- Enhanced quarterly reporting to the Board of Selectmen.
- Monthly meetings with the School CFO to review school finances.

Performance Metrics				
	2011	2010	2009	2008
General Ledger Entries	123,343	114,879	101,989	99,138
Purchase Orders Processed	7,441	7,054	7,554	8,273
Accounts Payable Batches Processed	1,080	1,181	1,000	1,007

2012 Objectives

- Research the feasibility of electronically distributing payroll direct deposit stubs.
- Continue to expand and enhance financial reporting to Town Officials.
- Consolidate some of the Town/School financial operations.
- Streamline the Town's phone system.

BOARD OF ASSESSORS

At the annual election held in April of 2011 Mary Winstanley O'Connor Esquire was re-elected for a three-year term to the Board of Assessors. At the organizational meeting of the Board of Assessors, Kevin P. Feeley, Esquire, was elected Chairman and James F. Doherty MAA, was elected Vice Chairman.

The Board of Assessors committed 15,567 real estate and personal property tax bills to the Tax Collector for collection for Fiscal Year 2012. These bills raised a total of \$95,002,493.79 in property and personal property taxes. The total assessed value of all taxable real estate and personal property for Fiscal Year 2012 was \$6,954,794,567, which resulted in a tax rate of \$13.66 per thousand dollars of assessed value. The Board also committed approximately 35,380 automobile excise tax bills for collection of an estimated income of \$3,970,308.

This was a transitional year for the Arlington Assessors' Office. Long time Director of Assessments Robert Greeley retired in June after 28 years of service to the Town. Mr. Greeley was replaced by John Speidel. Mr. Speidel was the Assessor for the Town of Bedford before joining Arlington. Also retiring was Senior Clerk Iris Nigro who was replaced by Ellen Kelly.

Mary Dallas filled the vacant Office Manager position formerly held by Helen Chinal. The Board would also like to thank all taxpayers for their cooperation and the Assessing Office staff for their continued support and for a job well done in 2011.

Tax Abatement Overlay

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation, and is usually set at anywhere from 1% to 2.5% of the tax levy. In revaluation years, which occur every three years, the overlay account is usually set at a higher amount in anticipation of an increased number of abatements. In FY2012, the overlay account was set at \$808,942. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Below is a chart showing the disposition of Overlay funds for the last three years. Prior to Fiscal Year 2009, the reserve balance from all prior fiscal years is \$93,592.



FINANCIAL MANAGEMENT SERVICES

ASSESSMENT DATA

Tax Abatement Overlay Funds			
	FY2011	FY2010	FY2009
Overlay Amount	\$670,330	\$1,153,427	\$566,908
Abatements & Exemptions To-Date	\$465,825	\$483,555	\$502,715
Declared Surplus to General Fund	0	\$500,000	\$0
Reserved for Additional Liability	\$204,505	\$169,872	\$64,193

Valuation and Tax Levy			
Fiscal Year	Total Assessed Valuation	Tax Levy	Tax Rate*
2012	\$6,954,794,567	\$95,002,493	13.66
2011	\$6,926,589,397	\$85,958,974	\$12.41
2010	\$6,892,736,257	\$83,471,036	\$12.11
2009	\$6,790,772,343	\$80,946,006	\$11.92
2008	\$6,883,264,284	\$78,813,376	\$11.45
2007	\$7,011,721,520	\$76,778,350	\$10.95
2006	\$6,483,756,733	\$73,578,994	\$11.34
2005	\$6,007,309,836	\$65,719,969	\$10.94
2004	\$5,990,614,666	\$63,740,140	\$10.64
2003	\$4,500,135,559	\$61,246,845	\$13.61
2002	\$4,266,984,229	\$59,097,731	\$13.85
2001	\$4,239,775,439	\$55,838,267	\$13.17
2000	\$3,063,254,230	\$54,097,069	\$17.66

* Tax rate expressed in per thousand dollars of assessed value

Percent of Tax Levy by Class					
Class	Type	Fiscal Year			
		FY2012	FY2011	FY2010	FY2009
I	Residential	93.9521	93.9935	94.0546	94.3933
II	Open Space	0	.000	.000	.000
III	Commercial	4.2740	4.2786	4.2661	4.4889
IV	Industrial	.03015	.3028	.3042	.3208
V	Personal Property	1.4724	1.4251	1.3751	1.2071
Total		100.00	100.00	100.00	100.00

FINANCIAL MANAGEMENT SERVICES

ASSESSMENT DATA

Tax Rate Components FY2008-FY2012					
	FY2012	FY2011	FY2010	FY2009	FY2008
Levy Base	\$11.42	\$11.10	\$10.78	\$10.58	\$10.09
2 1/2%	\$0.29	\$0.28	\$0.27	\$0.26	\$0.25
Growth	\$0.08	\$0.09	\$0.11	\$0.09	\$0.09
Override	\$0.93	\$0.00	\$0.00	\$0.00	\$0.00
W/S Debt Service	\$0.80	\$0.81	\$0.81	\$0.82	\$0.81
School Debt Exclusion	\$0.10	\$0.14	\$0.15	\$0.16	\$0.21
Symmes Debt Exclusion	\$0.04				
Tax Rate*	\$13.66	\$12.41	\$12.11	\$11.92	\$11.45
*Tax Rate =((Amount To Be Raised)/(Total Taxable Assessed Value))*1000					

Details of Tax Rate Calculation					
	FY2012	FY2011	FY2010	FY2009	FY2008
Max Levy Prior FY	\$79,443,949	\$76,865,559	\$74,281,565	\$71,842,588	\$69,465,927
2.50%	\$1,986,099	\$1,921,639	\$1,857,039	\$1,796,065	\$1,736,648
Growth	\$522,167	\$656,751	\$726,955	\$642,912	\$640,013
Override	\$6,490,000	\$0	\$0	\$0	\$0
Maximum Levy	\$88,442,215	\$79,443,949	\$76,865,559	\$74,281,565	\$71,842,588
Levy Inc %	11.33%	3.35%	3.48%	3.39%	7.38%
Levy Inc \$	\$8,998,266	\$2,578,390	\$2,583,994	\$7,375,535	\$15,122,044
W/S Debt Service	\$5,593,112	\$5,593,112	\$5,593,112	\$5,593,112	\$5,593,112
School Debt Exclusion	\$682,156	\$945,868	\$1,025,542	\$1,119,201	\$1,436,024
Symmes Debt Exclusion	\$307,130	\$0	\$0	\$0	\$0
Max to be raised	\$95,024,613	\$85,982,929	\$83,484,213	\$80,993,878	\$78,871,724
Actual Raised	\$95,002,494	\$85,958,974	\$83,471,036	\$80,946,006	\$78,813,376
Excess Levy	\$22,119	\$23,955	\$13,177	\$47,872	\$58,348
Total Taxable Assessed Value	\$6,954,794,567	\$6,926,589,397	\$6,892,736,257	\$6,790,772,343	\$6,883,264,284
Total Avg % Increase	0.41%	0.49%	1.50%	-1.34%	6.16%
Tax Rate	\$13.66	\$12.41	\$12.11	\$11.92	\$11.45
Penny on Tax Rate	\$69,548	\$69,266	\$68,927	\$67,908	\$68,833
Avg Assessed Value Single Family	\$480,598	\$479,345	\$477,218	\$465,952	\$475,289
Avg. Taxes Single Family	\$6,565	\$5,949	\$5,779	\$5,554	\$5,442
*All numbers subject to rounding and final DOR certification					

FINANCIAL MANAGEMENT SERVICES

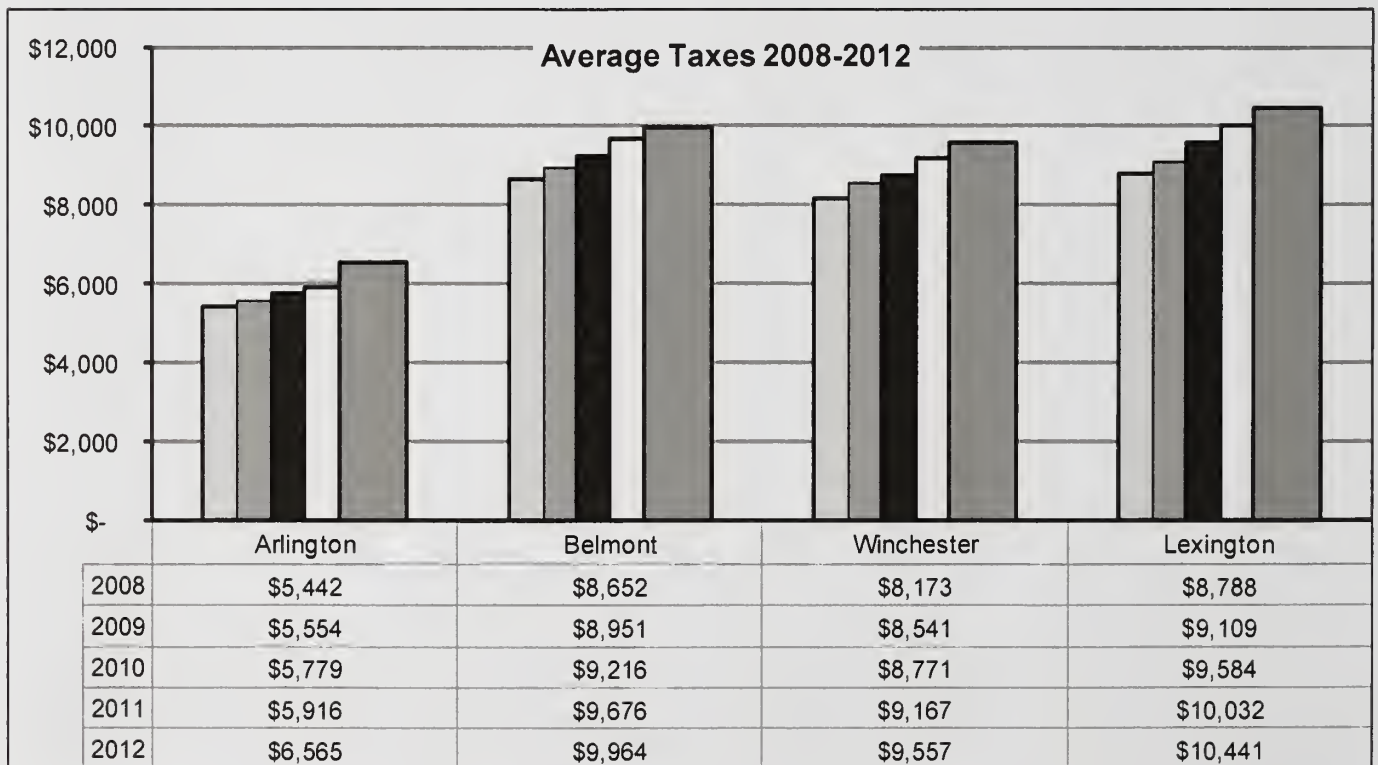
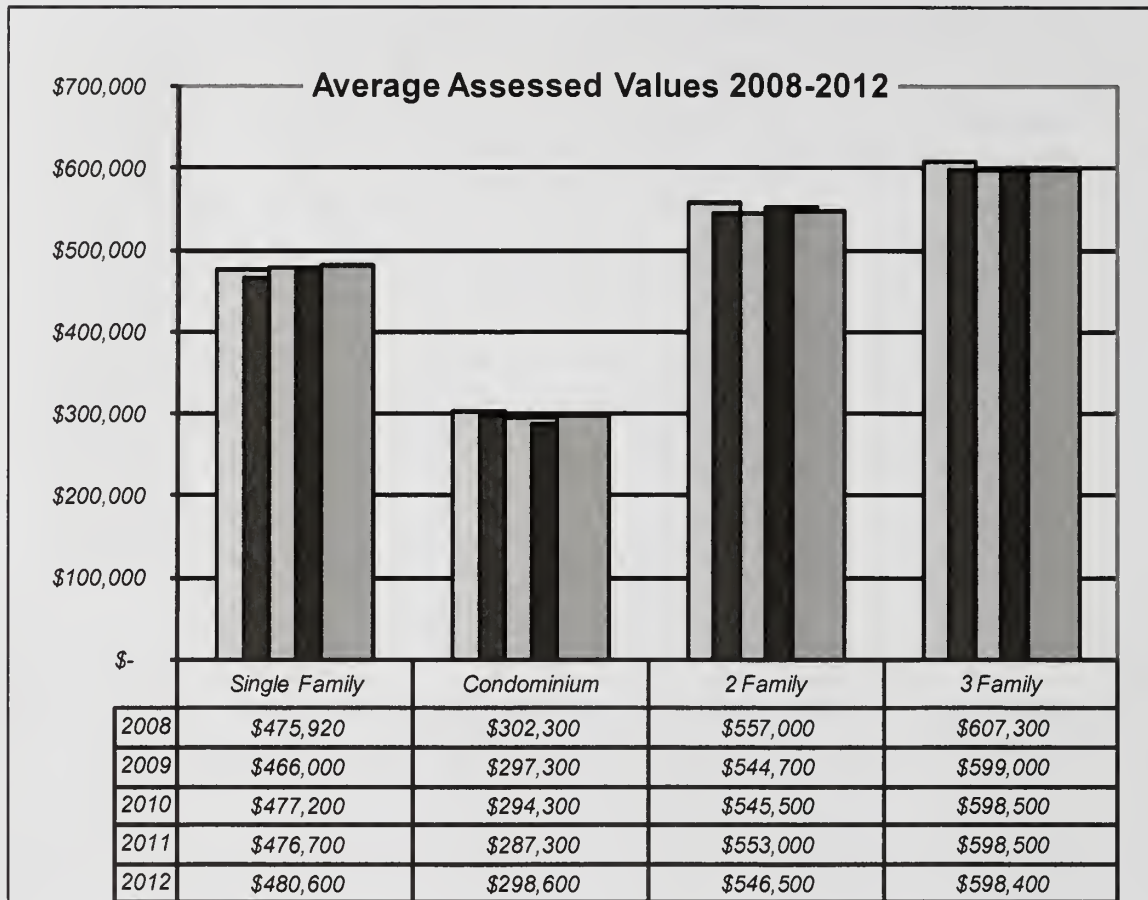
ASSESSMENT DATA

Summary of Revaluation by State Class Code FY2012 vs FY2011					
Property Type	FY2012		FY2011		FY12 vs FY11
	Parcels	Assessed Value	Parcels	Assessed Value	Percent (+/-)
Residential		6,534,177,068		6,482,861,607	0.79%
Open Space		0.00		0.00	
Commercial		297,247,489		293,960,550	1.12%
Industrial		20,969,800		20,969,800	0.00%
Total Real Est	14,733	6,852,394,357	14,687	6,797,791,957	0.80%
Personal Prop	502	102,400,210	573	94,783,100	8.04%
Total Real & PP	15,235	6,954,794,567	15,260	6,892,575,057	0.90%
Exempt	331	436,718,900	331	422,236,000	
Grand Total	15,566	7,391,513,467	15,591	7,314,811,057	

Summary Details									
Property Type	FY2012			FY 2011					FY12 vs FY11
	Parcels	Assessed Value	Avg. Assessed Value	Parcels (+/-)	Avg. Assessed Value (+/-)	Parcels	Assessed Value	Avg. Assessed Value	Percent (+/-)
Single Family	7,982	3,836,136,600	480,598	-4	3,863	7,986	3,807,210,300	476,736	0.76%
Condominium	3,183	950,522,900	298,625	77	11,278	3,106	892,498,700	287,347	6.50%
Misc	12	9,019,900	751,658	-1	10,189	13	9,639,100	741,469	-6.42%
2 Family	2,372	1,296,284,360	546,494	-28	-6,532	2,400	1,327,263,560	553,026	-2.33%
3 Family	213	127,454,700	598,379	-2	-96	215	128,672,000	598,474	-0.95%
Apartments	145	254,572,100	1,755,670	-1	2,861	146	255,910,000	1,752,808	-0.52%
Res Land	332	23,746,600	71,526	3	-4,129	329	24,890,600	75,655	-4.60%
Open Space	0					0			
Commercial	390	259,518,700	665,433	3	4,261	387	255,873,300	661,171	1.42%
Industrial	23	20,969,800	911,730	0	0	23	20,969,800	911,730	0.00%
Ch Land	0	0	0	0		0	0	0	
Ch Land	0	0	0	0		0	0	0	
Ch Land	4	4,139,397	1,034,849	0	0	4	4,139,397	1,034,849	0.00%
Mixed Use(Res)	77	36,439,908	909,471	-1	2,738	78	36,777,347	906,733	-0.98%
Mixed Use(Com)	0	33,589,392		0		0	33,947,853		
Per Prop	290	3,073,130	10,597	-61	-2,312	351	4,531,010	12,909	-32.18%
Per Prop	196	8,682,700	44,299	-10	12,989	206	6,449,880	31,310	34.62%
Per Prop	0	0		0		0	0		
Per Prop	2	54,819,210	27,409,605	0	5,307,230	2	44,204,750	22,102,375	24.01%
Per Prop	7	25,224,600	3,603,514	0	-758,900	7	30,536,900	4,362,414	-17.40%
Per Prop	2	7,898,600	3,949,300	0	387,500	2	7,123,600	3,561,800	10.88%
Per Prop	5	2,701,970	540,394	0	153,002	5	1,936,960	387,392	39.50%
Total	15,235	6,954,794,567				15,260	6,892,575,057		0.90%

FINANCIAL MANAGEMENT SERVICES

ASSESSMENT DATA



FINANCIAL MANAGEMENT SERVICES

**Assessor's Office
Town of Arlington
Tax Rate Per \$1,000 of Assessed Value**

YEAR	RATE
1929	\$30.00
1930	\$30.40
1931	\$31.40
1932	\$30.40
1933	\$30.40
1934	\$33.00
1935	\$33.00
1936	\$34.00
1937	\$35.60
1938	\$35.20
1939	\$36.80
1940	\$35.80
1941	\$34.80
1942	\$35.60
1943	\$32.00
1944	\$32.00
1945	\$34.40
1946	\$38.00
1947	\$42.80
1948	\$44.20
1949	\$46.20
1950	\$50.40
1951	\$54.20
1952	\$56.40
1953	\$57.60

YEAR	RATE
1954	\$54.50
1955	\$59.20
1956	\$69.20
1957	\$70.40
1958	\$71.20
1959	\$74.00
1960	\$78.20
1961	\$82.60
1962	\$85.00
1963	\$84.60
1964	\$92.60
1965	\$97.60
1966	\$97.60
1967	\$106.00
1968	\$124.00
1969	\$41.00
1970	\$48.20
1971	\$51.80
1972	\$56.80
1973	\$56.80
1973	\$28.20
1974	\$74.00
F75	\$67.20
F76	\$67.20
F77	\$74.80

YEAR	RATE
F78	\$78.00
F79	\$84.60
F80	\$81.00
F81	\$87.00
F82	\$73.50
F83	\$22.70
F84	\$23.43
F85	\$23.96
F86	\$16.49
F87	\$17.24
F88	\$17.66
F89	\$10.86
F90	\$11.25
F91	\$12.47
F92	\$13.84
F93	\$14.52
F94	\$15.55
F95	\$16.06
F96	\$16.54
F97	\$17.08
F98	\$16.73
F99	\$17.17
F00	\$17.66
F01	\$13.17
F02	\$13.85

YEAR	RATE
F03	\$13.64
F04	\$10.61
F05	\$10.94
F06	\$11.34
F07	\$10.95
F08	\$11.45
F09	\$11.92
F10	\$12.11
F11	\$12.41
F12	\$13.66

FINANCIAL MANAGEMENT SERVICES

The Commonwealth of Massachusetts Department of Revenue Tax Rate Recapitulation Arlington, MA State Tax Form 31C

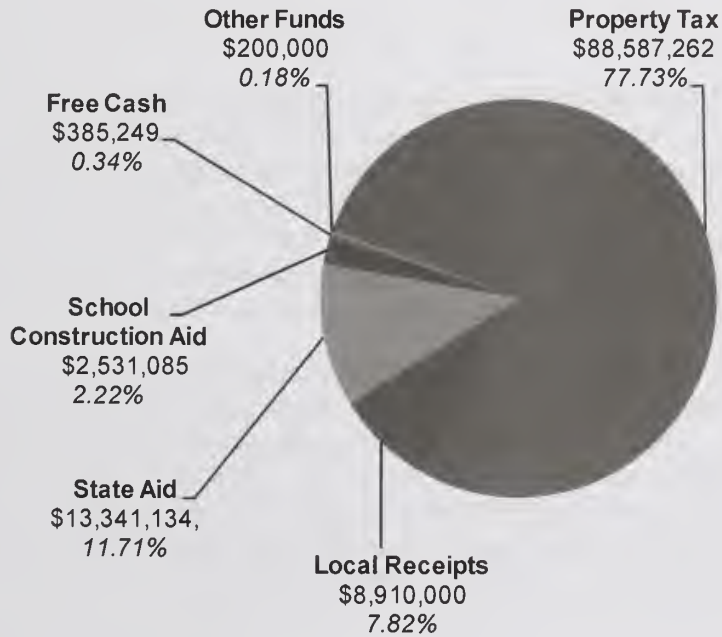
I. TAX RATE SUMMARY

Ia. Total amount to be raised (from IIe)	<u>\$135,505,942.79</u>
Ib. Total estimated receipts and other revenue sources (from IIIe)	<u>\$40,503,449.00</u>
Ic. Tax levy (Ia minus Ib)	<u>\$95,002,493.79</u>
Id. Distribution of Tax Rates and levies	

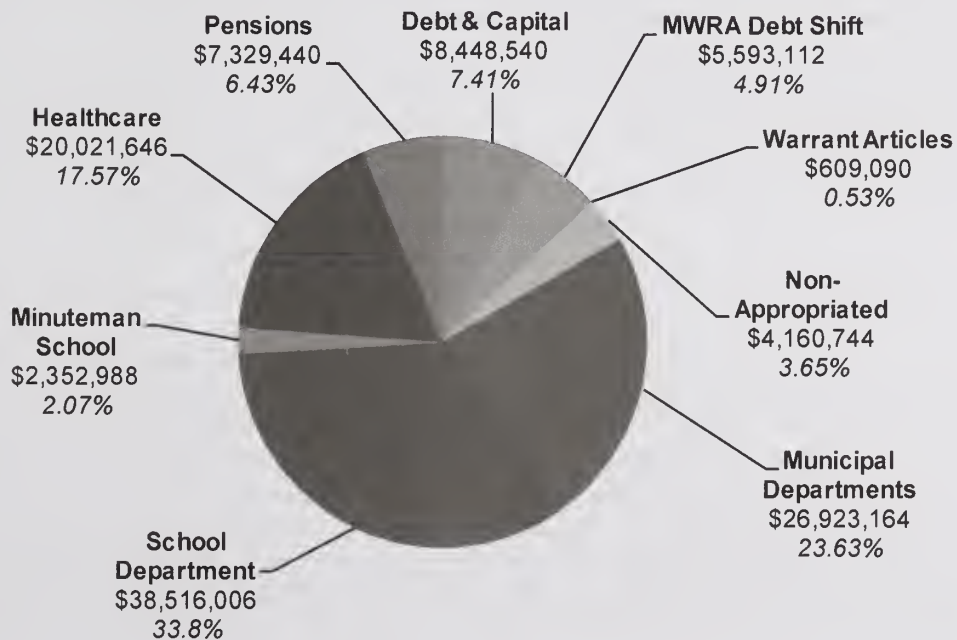
CLASS	(b) Levy percentage (from LA-5)	(c) IC above times each percent in col (b)	(d) Valuation by class (from LA-5)	(e) Tax Rates (c)/(d) x 1000	(f) Levy by class (d) x (e)/1000
Residential	93.9521%	89,256,837.97	6,534,177,068	13.66	89,256,858.75
Net of Exempt					0.00
Open Space	0.0000%	0.00	0		0.00
Commercial	4.2740%	4,060,406.58	297,247,489	13.66	4,060,400.70
Net of Exempt					0.00
Industrial	0.3015%	286,432.52	20,969,800	13.66	286,447.47
SUBTOTAL	98.5276%		6,852,394,357		93,603,706.92
Personal	1.4724%	1,398,816.72	102,400,210	13.66	1,398,786.87
TOTAL	100.0000%		6,954,794,567		95,002,493.79

FISCAL YEAR 2012

Revenue



Expenditures



FINANCIAL MANAGEMENT SERVICES

Powers & Sullivan

Certified Public Accountants



Independent Auditors' Report

To the Board of Selectmen
Town of Arlington, Massachusetts

100 Quannapowitt Parkway
Suite 101
Wakefield, MA 01880
T. 781-914-1700
F. 781-914-1701
www.powersandsullivan.com

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Arlington, Massachusetts, as of and for the fiscal year ended June 30, 2011 (except for the Arlington Contributory Retirement System which is as of and for the year ended December 31, 2010), which collectively comprise the Town's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Town of Arlington, Massachusetts' management. Our responsibility is to express opinions on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Arlington, Massachusetts, as of June 30, 2011 (except for the Arlington Contributory Retirement System which is as of December 31, 2010), and the respective changes in financial position and cash flows, where applicable, thereof for the fiscal year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated October 21, 2011, on our consideration of the Town of Arlington, Massachusetts' internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

Management's discussion and analysis, located on the following pages, and the schedule of revenues, expenditures and changes in fund balance – general fund – budgetary basis, retirement system schedule of employer contributions, retirement system schedule of funding progress, other postemployment benefits schedule of funding progress and employer contributions and other postemployment benefits actuarial methods and assumptions, located after the notes to the basic financial statements, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Powers & Sullivan

Management's Discussion and Analysis

As management of the Town of Arlington, we offer readers of these financial statements this narrative overview and analysis of the financial activities for the fiscal year ended June 30, 2011. We encourage readers to consider the information presented in this report.

Overview of the Financial Statements

This discussion and analysis are intended to serve as an introduction to the Town of Arlington's basic financial statements. These basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other required supplementary information in addition to the basic financial statements.

Government-wide financial statements. The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net assets* presents information on all assets and liabilities, with the difference between the two reported as *net assets*. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities include general government, public safety, education, public works, community development, human services, library, culture and recreation, and interest. The business-type activities include the activities of the water and sewer department, youth services, council on aging, veterans' rink and the recreation department.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds. *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on *near-term inflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

FINANCIAL MANAGEMENT SERVICES

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Town of Arlington adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget. The budgetary comparison schedule is reported following the notes to the basic financial statements as required supplementary information.

Proprietary funds. The Town maintains one type of proprietary fund. *Enterprise funds* are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The Town uses enterprise funds to account for its water and sewer, youth services, Council on Aging, Veterans' Rink and recreation department activities.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statement because the resources of those funds are *not* available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to the basic financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Government-wide Financial Analysis

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. For governmental activities, assets exceeded liabilities by \$104.6 million at the close of fiscal year 2011.

The largest portion of the Town's net assets, \$88.8 million (85%) reflects its investment in capital assets (e.g., land, buildings, machinery, and equipment), less any related debt used to acquire those assets that are still outstanding. The Town uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the net assets \$11.7 million (11%) represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net assets \$4 million, (4%) may be used to meet the government's ongoing obligations to citizens and creditors.

FINANCIAL MANAGEMENT SERVICES

Governmental Activities

	Balance at June 30, 2011	Balance at June 30, 2010	Increase (Decrease)
Assets:			
Current assets.....	\$ 48,691,057	\$ 51,444,097	\$ (2,753,040)
Noncurrent assets (excluding capital).....	15,770,613	18,104,617	(2,334,004)
Capital assets.....	121,049,137	115,258,148	5,790,989
Total assets.....	185,510,807	184,806,862	703,945
Liabilities:			
Current liabilities (excluding debt).....	10,695,439	12,102,100	(1,406,661)
Noncurrent liabilities (excluding debt).....	18,788,486	12,451,448	6,337,038
Current debt.....	6,948,000	12,684,000	(5,736,000)
Noncurrent debt.....	44,465,000	42,845,000	1,620,000
Total liabilities.....	80,896,925	80,082,548	814,377
Net Assets:			
Capital assets net of related debt.....	88,836,285	87,746,066	1,090,219
Restricted.....	11,742,585	9,577,197	2,165,388
Unrestricted.....	4,035,012	7,401,051	(3,366,039)
Total net assets.....	\$ 104,613,882	\$ 104,724,314	\$ (110,432)

At the end of the current fiscal year, the Town is able to report positive balances in all three categories of net assets, both for the government as a whole, as well as for its separate governmental and business-type activities. The same situation held true for the prior fiscal year. Within the business-type activities, the Town reported a \$46,000 deficit balance for the youth services enterprise fund which is the result of recording \$101,000 in long-term liabilities for other postemployment benefits.

The governmental activities net assets decreased by \$110,000 during the current fiscal year. Increases in net assets were partially derived from the recognition of capital grants for road improvements totaling \$819,000, better than anticipated results in the general fund and nonmajor governmental funds, and debt principal expenditures exceeding depreciation expense by approximately \$1.6 million. Decreases in net assets resulted from the recognition of the other postemployment benefit obligation of approximately \$6.4 million, a \$500,000 transfer from the general government to the other postemployment benefits trust fund which is reported as a fiduciary fund and, accordingly, is not included in the government-wide financial statements; and the use of approximately \$1.6 million from the Town's fiscal stability stabilization fund to finance current operations.

Of the decrease in noncurrent assets (excluding capital), \$2 million is due to the reduction in the intergovernmental receivable from the Massachusetts School Building Association, as school construction funds are received annually which are used to retire debt outstanding for school construction projects.

The Town had a significant increase in unrestricted investment income. This was primarily due to an increase in the market value of investments in the Town's trust accounts, which are categorized within the special revenue and permanent funds within the governmental activities.

Education expenditures decreased by \$2.7 million from 2010 to 2011. This decrease is mainly attributable to the \$1.5 million the School department overspent on their operating budget in the previous year. The School was required to decrease their fiscal year 2011 operating budget by the amount of the deficit. The Town was required to raise the deficit in fiscal year 2011.

FINANCIAL MANAGEMENT SERVICES

Community development expenditures increased by \$1 million from 2010 to 2011. This increase was partially due to increased funding for weatherization. This increase was also due to revenue received in prior fiscal years that was not expended until the current fiscal year.

Governmental Activities

	Fiscal Year 2011	Fiscal Year 2010	Increase (Decrease)
Program revenues:			
Charges for services.....	\$ 11,033,186	\$ 10,166,337	\$ 866,849
Operating grants and contributions.....	31,413,523	31,592,875	(179,352)
Capital grants and contributions.....	818,797	439,717	379,080
General revenues:			
Real estate and personal property taxes.....	85,205,036	82,619,163	2,585,873
Tax liens.....	297,796	365,156	(67,360)
Motor vehicle excise taxes.....	3,898,459	3,757,148	141,311
Hotel/motel tax.....	240,164	165,114	75,050
Penalties and interest on taxes.....	338,835	267,528	71,307
Nonrestricted grants and contributions.....	7,057,873	7,202,804	(144,931)
Unrestricted investment income.....	1,522,798	273,786	1,249,012
Miscellaneous revenues.....	292,732	88,067	204,665
Total revenues.....	142,119,199	136,937,695	5,181,504
Expenses:			
General government.....	9,947,609	9,914,031	33,578
Public safety.....	23,871,641	23,893,787	(22,146)
Education.....	77,192,270	79,863,607	(2,671,337)
Public works.....	12,048,448	12,913,532	(865,084)
Community and economic development.....	5,576,161	4,545,071	1,031,090
Human services.....	1,739,411	1,617,701	121,710
Library.....	3,262,313	3,357,258	(94,945)
Culture and recreation.....	481,634	338,759	142,875
Claims and judgments.....	-	25,000	(25,000)
Interest.....	1,749,050	1,792,028	(42,978)
Total expenses.....	135,868,537	138,260,774	(2,392,237)
Transfers.....	(6,361,094)	(5,874,212)	(486,882)
Change in net assets.....	\$ (110,432)	\$ (7,197,291)	\$ 7,086,859

FINANCIAL MANAGEMENT SERVICES

Business-Type Activities

	Balance at June 30, 2011	Balance at June 30, 2010	Increase (Decrease)
Assets:			
Current assets.....	\$ 10,920,824	\$ 11,078,281	\$ (157,457)
Capital assets.....	18,197,134	15,611,359	2,585,775
Total assets.....	29,117,958	26,689,640	2,428,318
Liabilities:			
Current liabilities (excluding debt).....	193,494	530,210	(336,716)
Noncurrent liabilities (excluding debt).....	519,553	341,124	178,429
Current debt.....	1,062,449	1,063,945	(1,496)
Noncurrent debt.....	4,956,565	5,865,014	(908,449)
Total liabilities.....	6,732,061	7,800,293	(1,068,232)
Net Assets:			
Capital assets net of related debt.....	13,065,709	10,522,171	2,543,538
Unrestricted.....	9,320,188	8,367,176	953,012
Total net assets.....	\$ 22,385,897	\$ 18,889,347	\$ 3,496,550

There was a net increase of \$3.5 million in net assets reported in connection with the Town's business-type activities. Additionally, the water and sewer enterprise fund was subsidized by the general fund in fiscal year 2011 by approximately \$5.6 million to offset a portion of the costs associated with the repayment of debt to the Massachusetts Water Resources Authority. The majority of the increase, \$3 million, is a result of the operating activities of the water and sewer enterprise fund and is due to a combination of increases in rates on July 1, 2010 and January 1, 2011 as well as increases in usage during fiscal year 2011.

The increase in capital assets is primarily due to the water and sewer enterprise fund's investment in water and sewer lines and water meters, totaling approximately \$2.4 million in fiscal year 2011, which was funded through available funds. Additionally, capital assets increased due to improvements in the rink and recreation enterprise funds.

FINANCIAL MANAGEMENT SERVICES

Business-Type Activities

	Fiscal Year 2011	Fiscal Year 2010	Increase (Decrease)
Program revenues:			
Charges for services.....	\$ 14,539,069	\$ 11,422,089	\$ 3,116,980
Operating grants and contributions.....	129,185	111,396	17,789
Capital grants and contributions.....	-	36,871	(36,871)
General revenues:			
Unrestricted investment income.....	40,850	40,215	635
Total revenues.....	14,709,104	11,610,571	3,098,533
Expenses:			
Water and Sewer.....	15,957,414	15,053,016	904,398
Youth Services.....	420,751	416,415	4,336
Council on Aging.....	80,716	90,648	(9,932)
Veterans' Rink.....	538,807	491,960	46,847
Recreation.....	575,960	550,909	25,051
Total expenses.....	17,573,648	16,602,948	970,700
Transfers.....	6,361,094	5,874,212	486,882
Change in net assets.....	\$ 3,496,550	\$ 881,835	\$ 2,614,715

Financial Analysis of the Government's Funds

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of the Town's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

Fiscal year 2011 was the Town's initial year of implementation of GASB #54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The implementation of this standard has changed the fund balance components into nonspendable, restricted, committed, assigned and unassigned. Additionally, under the new standard, the Town's stabilization funds are reported within the general fund as unassigned.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$34 million, an increase of \$4.6 million from the prior year.

The general fund budgeted to use \$1.1 million of available reserves to balance the fiscal year 2011 budget. The reserves were from available funds "free cash" totaling \$582,000, and prior reserves released by the board of assessors "overlay surplus" totaling \$500,000. The actual result of operations collected approximately \$1.2 million more than budgeted and departmental budgets expended \$1.7 million less than budgeted. The appropriation deficits in public works and state and county charges and debt service stem from snow and ice deficits, state assessments which are allowed to be expended without appropriation and raised on the subsequent tax recapitulation sheet, and an unanticipated deficit in the debt service line. The general fund's operations, in the fund financial statements include the activity of the Town's insurance trust funds which account for \$1.8 million of

FINANCIAL MANAGEMENT SERVICES

the increase in Fiscal Year 2011, as well as the Town's stabilization funds which recorded a net decrease of \$2.4 million as the Town's fiscal stability stabilization fund was also used to balance the fiscal year 2011 budget.

The Town's capital borrowing major fund had an ending fund balance of \$2.6 million, a decrease of \$1.5 million from the prior year. During fiscal year 2011, the Town recognized \$7.3 million in bond proceeds in this major fund which represents long-term borrowing used to finance various capital projects from the Town's capital improvement plan. Current expenditures in this fund totaled \$8.7 million and related mainly to improvements to the community safety building, fire stations and schools.

Of the remainder of the change in fund balance, a \$3.2 million increase relates to activities in other nonmajor governmental funds, which recognized \$22.8 million in revenues, \$19.8 million in expenditures, and \$235,000 in other financing sources and uses. The majority of the increase, approximately \$1.6 million, is in the Town's nonmajor special revenue funds, which includes nonmajor grants, gifts and revolving funds. This fund also accounts for nonmajor capital projects including the Town's capital project funds financed through the tax levy and permanent funds.

General Fund Budgetary Highlights

Changes between the original and final budget were primarily comprised of reserve fund transfers approved by the finance committee during the fiscal year and year-end transfers approved to reallocate appropriations as needed to cover budgetary shortfalls. The reserve fund is initially budgeted under general government. The budget is adjusted as transfers are approved by the finance committee. By category, all actual revenues came in over budget with the exception of real estate and personal property taxes and investment income.

The Town experienced appropriation deficits for state and county assessments, snow and ice removal, and debt interest.

Other Postemployment Benefits (OPEB)

In 2006 the Arlington Town Meeting formed the Other Postemployment Benefits Committee. The committee's charge is to make recommendations on the potential funding mechanisms for the postemployment medical benefits unfunded liability as required in Statement No. 45 of the Governmental Accounting Standards Board, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions (GASB 45).

The Town has been partially funding this liability in an internally created healthcare trust fund established by Chapter 12 of the Acts of 1998. During fiscal year 2009, in compliance with GASB 45, the Town transferred the balance of the healthcare trust fund, as well as all new appropriations for the same purpose, into a newly created Other Postemployment Benefits (OPEB) Trust Fund, as established by Chapter 161 of the Acts of 2005, which is under the supervision and management of the Town's contributory retirement board. The Town Treasurer is the custodian of the OPEB Trust Fund.

The Town began capturing revenues to fund the OPEB liability in 1997. At that time, the Town established a policy of appropriating the difference between the non-contributory pension appropriation and \$500,000 to the OPEB fund. The Town has subsequently appropriated Medicare Part D reimbursements, as well as certain increases in the share of retiree HMO contributions to be transferred to this fund.

An actuarial study determined that Arlington's total Actuarial Accrued Liability as of January 1, 2009, at a 4.50% partially funded discount rate, totaled \$171 million. As of June 30, 2011, the Town has recognized a liability for other postemployment benefits totaling \$16.9 million. The increase in the liability is based on the difference between the Annual Required Contribution (ARC) of \$14.9 million and the Town's actual contribution of

FINANCIAL MANAGEMENT SERVICES

\$8.4 million which was made through a combination of benefit payments and pre-fundings to the OPEB Trust Fund in the amounts of \$7.9 million and \$500,000, respectively. The assets set aside in trust for future benefits amounted to \$4 million at fiscal year end.

The Town of Arlington is serious about addressing this liability within its financial ability and the OPEB Committee will continue to monitor this liability and explore possible additional funding sources.

Capital Asset and Debt Administration

The Town Manager is responsible for submitting a five-year capital-planning program for all departments to the Board of Selectmen each year. The Capital Planning Committee was created to advise and make recommendations regarding the Capital Plan. Annually the first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and/or improvement of the capital assets and infrastructure of the Town of Arlington. To that end, the policy is that approximately 5% of the projected revenue of the Town is dedicated to capital expenditures including prior and future debt issuances. Generally this allows for an annual cash expenditure of \$900,000 and a new borrowing of \$1.2 million. The Town's outstanding long-term debt related to the general government, as of June 30, 2011, was \$51.4 million for various CIP related projects.

The maintenance of the infrastructure and the capital assets of the Town are of vital importance to the delivery of the quality services that the Town has been known for. To this end, the Capital Planning Committee is dedicated to accomplishing the following objectives:

- To review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- To insure that, given limited resources, the capital needs of the community are met.
- To present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- To insure wider community participation in the planning of projects and to reduce the pressure to fund a project which may not present as great a need as another project.
- To promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among local departments but also among other local and state agencies and private enterprises such as the gas and electric companies.

In reviewing the requests of the operating departments the committee uses the following criteria for evaluation:

- Imminent threat to the health and safety of citizens/property.
- Maintenance of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
- Requirement of State or Federal Law/regulation.
- Improvement of infrastructure.
- Improvement of productivity.
- Alleviation of an overtaxed/overburdened situation.

The relationship of the project to other Town projects and needs is also considered in the review and prioritization.

FINANCIAL MANAGEMENT SERVICES

The Town is a member of the Massachusetts Water Resources Authority (MWRA), which assesses member communities annually for their proportionate share of the MWRA's debt service. The Town has also adopted Chapter 59 Section 21C Paragraph N of the Massachusetts General Law, which allows for the shifting of the debt service for water and sewer to the tax rate above the limits of Proposition 2 ½. The Town shifted \$5.6 million in fiscal year 2011 from the MWRA assessment to the property taxes. During fiscal year 2011, the Town issued an additional \$154,000 in MWRA sewer bonds.

The Town has voted to cap the amount of future MWRA debt that will be shifted to the tax rate at \$5.6 million and correspondently increase water rates.

The Town of Arlington passed a debt exclusion vote to raise the funds necessary to purchase the Symmes Site, home of the former Symmes Hospital, in March of 2001. The Town Meeting then formed the broadly representative Symmes Advisory Committee (SAC) to assist with redevelopment plans and to ensure that the plans were consistent with community goals and desires. On January 7, 2002, the Arlington Redevelopment Board (ARB) adopted the Symmes Arlington Conservation and Improvement Project (the Plan) as an urban renewal project in accordance with the procedures and requirements of Massachusetts General Law, chapter 121B. The plan was subsequently approved by the Town Meeting and by the Commonwealth's Department of Housing and Community Development (DHCD). The Town Meeting voted at a Special Town Meeting on January 12, 2002 to appropriate up to \$14 million to purchase and maintain the old Symmes Hospital property until Town Meeting could vote how to utilize the property in the best interest of the Town. The ARB acquired the Site in April 2002. During fiscal year 2004, the Arlington Redevelopment Board issued requests for proposals, and in February, 2004 chose E.A. Fish Associates to purchase and redevelop the property. The terms of the sale have been amended several times, most significantly as a result of a settlement the developer made with residents who appealed the developer's special permit to construct the residential portion of the project. The property sale was postponed and eventually closed in June of 2009. Town Meeting voted to devote all funds, including tax receipts, to repaying the debt on the project. Net expenditures totaled \$12.2 million at the time of closing on the property sale. The site is scheduled to be redeveloped to accommodate up to 200 residential units and a medical or other use office building with more than half the land area remaining in open space all according to the urban renewal plan adopted by Town Meeting. Please refer to note 16 for further information on this project.

The Town of Arlington is in the process of renovating/replacing all of its seven elementary schools. To date five schools have been completed, one is currently under renovation, and one is scheduled for reconstruction in the Spring of 2012. Funding for the first round of school renovations was from excluded debt and is predicated on a 63% reimbursement from the State's School Building Assistance program which is administered by the Massachusetts School Building Authority (MSBA). The July 28, 2011 Town Meeting approved \$20 million for the Thompson School with an approved 50.42% reimbursement from the Massachusetts School Building Authority.

The Town through its water/sewer enterprise funds appropriates money each year for rehabilitation of its infrastructure (water/sewer lines). Also the Town appropriates money in the Capital Plan for roadway construction, which is added to the Chapter 90 money that the Town receives each year from the Commonwealth of Massachusetts.

Please refer to the notes to the financial statements for further discussion of the major capital and debt activity.

Requests for Information

This financial report is designed to provide a general overview of the Town of Arlington's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Office of the Comptroller, 869 Massachusetts Avenue, Arlington, Massachusetts 02476.

HEALTH & HUMAN SERVICES

HEALTH AND HUMAN SERVICES

The Arlington Department of Health and Human Services is the umbrella agency overseeing the Health department, Council on Aging, Youth Counseling Center, and the Veterans' Services Office. The agency also coordinates the activities of the following boards and commissions: Board of Health, Board of Youth Services, Council on Aging, Disability Commission, and the Human Rights Commission. Additionally, the agency works with the Food Pantry, Widows Trust Fund Commission, Youth Health and Safety Coalition, and the Health and Human Services Charitable Corporation.

The mission of the Department of Health and Human Services is to protect the health of the public and provide services to meet basic human needs.

During 2011 the Department received multiple grants from various organizations to fund programs within the Department. The Department also created the Food Festival Program which is held during school vacation weeks to feed children in Town that are on free and reduced lunches during the school week, but may not have access to hot, healthy meals while away from school. This program is a collaboration between local restaurants, churches, and other Town departments.



The Winter Food Festival Program provided hot and healthy meals to children at the Thompson School during February vacation. Volunteers from Scutra Restaurant, Health and Human Services, Police Department and the Church of Our Savior pictured above.



Public Health
Prevent. Promote. Protect.

HEALTH DEPARTMENT

The Health Department Office is located at 27 Maple Street in the Arlington Senior Center, located behind Town Hall. The Board of Health is required by state statutes and regulations to perform many important and

crucial duties relative to the protection of public health and safety, the control of disease, the promotion of safe and sanitary living conditions, and the protection of the environment from damage and pollution. These mandated requirements are conducted by staff in the Health Department Office.

Environmental Health Permitting and Inspections

Staff annually permit and regularly inspect restaurants, tobacco retailers, tanning establishments, body art establishments, pools, the ice-skating rink, and two bathing beaches. Inspectors from the Department also follow up on numerous resident complaints related to any health issue within the community ranging from trash and dumpster complaints to housing code violations. The environmental health division is comprised of two full-time inspectors. The Department also contracts with two food safety consultants to conduct a portion of mandated food establishment inspections.

The Department has worked diligently over the past four years to improve upon regulating temporary food events and implementing a more comprehensive complaint tracking system.

Permit Issued Board of Health	2011	2010	2009	2008
Food	324*	253	250	230
Tobacco	28	24	26	31
Waste Hauler	12	12	13	13
Funeral Director	3	3	5	6
Tanning Establishment	2	2	2	2
Public Pool	8	8	8	8
Public Beach	3	1	1	1
Ice rink	1	1	1	1
Body Art Establishment	1	1	1	1
Total	382	305	307	293

Inspection Conducted Board of Health	2011	2010	2009	2008
Food Establish- ment	430**	456	426	449
Tobacco Compli- ance Check	0	47	0	62
Housing	152*	42	43	48
Demolition Ins- pection	14	18	23	16
Nuisance In- spection	102*	249	291	250
Total	698	812	783	825

HEALTH & HUMAN SERVICES

**As a result of the goal to improve upon regulating temporary food events and implement a more comprehensive complaint tracking system, there has been an increase in the number of food permits issued and housing inspections conducted. While the number of nuisance inspections appears to have decreased, it is the Department's belief that the number of nuisance complaints in previous years may have been mis-categorized to include food and housing complaints, public health questions, and other miscellaneous complaints that the Department investigates.*

*** It should also be noted that because of budget cuts, the number of food inspections was decreased so that some lower risk establishments were inspected only once and higher risk establishments were inspected twice.*

Food Protection

In 2011 the Department conducted 313 food inspections ranging from risk-based categories one through four. The Department assigns each establishment in Town that serves food to a risk-based category. A food establishment that sells packaged food such as a convenience store is considered low risk and is assigned to a category one and is inspected one time per year. A food establishment that serves food to a highly susceptible population such as a nursing home is considered a high risk and would be placed in a category four and is inspected four times per year. Additionally, the Department conducted 117 food inspections at various temporary food events such as the Feast of the East, Greek Festival, Taste of Arlington, Taste of Greece, Farmer's Market, Town Day and various other public events throughout the year. The Department also investigated 23 food complaints and held one administrative hearing to discuss food safety. Additionally, eight food establishments closed and seventeen new establishments (including residential kitchens) were opened in 2011.

Food Permit Types Issued	2011	2010	2009	2008
Food Establishment Permits	173	167	180	180
Mobile Food Permits	6	8	7	8
Residential Kitchen Permits	8	4	6	6
Farmers Market Permits	12	14	16	12
Temporary Event Food Permit	125*	60	54	24

** As a result of the department goal to improve upon regulating temporary food events throughout the year, the Department saw a dramatic increase in the number of temporary food permits issued in 2011.*

Housing

The Department conducted 152 inspections of rental housing units in 2011 in accordance with 105 Code of Massachusetts Regulations 410.000, Massachusetts Housing Code. When a housing inspection is requested by a resident, an inspector conducts an inspection and may cite a landlord for violations of the housing code. The landlord is then ordered to repair violations. Violations documented in 2011 included: improper heating, chronic dampness, leaking plumbing fixtures, lead paint determinations, unsanitary living conditions, insect and rodent infestations, and many more.

One major achievement in 2011 was the development of a Hoarding Response Team. The Team is collaboration between police, fire and health officials. The team consists of two health inspectors and the Arlington Police Department's Clinical Responder. Occasionally, Police and Fire will respond to an emergency at a residential property and find unsafe, unsanitary and cluttered conditions. When officials respond to such situations, referrals are made to the Team for further investigation and follow up. The Team works to identify hazards and connect the resident(s) with services needed to bring a home into compliance and address potential personal and social needs. The Team responded to over a dozen reports of hoarding and was able to work together with residents to bring homes into compliance without condemning the property. As a result, the Department only condemned two properties due to uninhabitable conditions.

The Department also continues to work closely with the Council on Aging and Minuteman Senior Services to assist senior residents with alternate housing and services when necessary.

In 2011 the Department conducted 14 inspections at properties awaiting demolition in order to ensure the health and safety of the site. The inspector requires asbestos removal, pest control, dust control, and other control measures to protect the health of the public



Emergency Preparedness

Arlington Medical Reserve Corps

The Department conducted another major recruitment effort in September to enlist new volunteers into the Medical Reserve Corps (MRC). Arlington residents both medical and non-medical professionals enlisted to assist the Town in the event of an emergency event. The recruitment event was held to enlist new volunteers and to offer current volunteers an opportunity to hear about upcoming events and activities.

HEALTH & HUMAN SERVICES

Public Health Nursing

Communicable Disease Monitored	2011	2010	2009	2008
Amebiasis	2	0	2	0
Babesiosis	0	1	0	0
Campylobacter Enteritis	17	4	10	6
Chicken pox	0	6	0	5
Cryptosporidiosis	1	2	0	1
Enterovirus	0	0	2	0
Giardia	5	1	1	5
Haemophilus Influenzae	2	1	0	0
Hepatitis A	0	0	1	0
Hepatitis B	5 chronic	1 chronic	3 chronic	2 chronic
Hepatitis C	21 chronic	23 chronic	15 chronic	6 chronic
Influenza	5	0	33	-
Invasive Bacterial Infection	1			
Legionellosis	2	1	0	0
Lyme Disease	3	6	8	11
Meningitis	1	0	0	0
Norovirus	0	0	0	4
Pertussis	4	6	5	3
Salmonella	5	8	13	12
Shigatoxin	1	1	0	0
Shigellosis	1	1	3	3
Strep pneumonia invasive	2	2	6	4
Group A strep	1	2	0	1
Group B strep	3	6	1	2
Tuberculosis	5	5 active	5	4
Tuberculosis contacts	0	40	30	25
Vibrio sp.	1	0	1	0
West Nile Virus	0	0	0	0
Yersiniosis	0	0	0	2
Total	87	77	104	96

Communicable Disease Surveillance

To protect the community against the spread of contagious illnesses, Arlington continued to work with the Massachusetts Department of Public Health in conducting online disease reporting through the Massachusetts Virtual Epidemiology Network (MAVEN). State law requires that doctors, hospitals, and laboratories report contagious diseases including diseases such as tuberculosis, whooping cough, and salmonella. When a doctor diagnoses a resident with a contagious disease,

the public health nurse is mandated to conduct an investigation to determine if further control measures are needed. The illness is then recorded and reviewed to identify and respond to any possible disease outbreaks. The new online reporting system has streamlined disease investigation and has assisted the Massachusetts Department of Public Health with early detection of contagious disease trends beyond community boundaries.

The Public Health Nurse also coordinates all flu and pneumonia vaccination clinics in Town. All clinics are managed using Medical Reserve Corps (MRC) volunteers.

The Health Department hosted over 15 flu clinics in 2011. Clinics are held in large buildings, which allows the Department to vaccinate many people in a short time frame.



BOARD OF HEALTH

The three member Board of Health meets on a regular basis. During meetings, environmental health concerns are addressed and public hearings and policy review is performed. In 2011 the Board of Health met eight times and conducted one food code hearing and one keeping of Hens hearing, which resulted in the issuance of a Keeping of Hens Permit. Additionally, the Board reviewed and adopted regulations for the removal of exterior paint. The Board also worked with the Planning Department and a Biotechnology consultant to review Biotechnology regulations, it is anticipated that the Board will adopt these regulations in 2012. Dr. Michael Fitzpatrick was the Board Chair in 2011.

Weights and Measures

To ensure compliance with the Consumer and Merchant Protection Act, the Sealer of Weights and Measures conducts inspections of all scales, scanners, and dispensing equipment. This includes retail stores, gas stations, oil trucks, and food establishments. The Sealer responds to all consumer complaints to ensure fairness and accuracy.

As merchants are inspected annually, compliance with standards and accuracy of merchant measuring devices has increased steadily. The Sealer of Weights and Measures determines the amount of savings by

HEALTH & HUMAN SERVICES

computing the amount of fuel pumped each year from a particular measuring device such as a gas pump.

In 2010 the Department began contracting with the Town of Belmont to provide sealing services. This arrangement was developed to address a lack of a sealer of weights in measures in the Town of Belmont.

Below is a table of Arlington devices sealed by the Sealer of Weights and Measures in 2011.

Device Sealed	Number of Devices Sealed
Scales 10 lbs and under	14
Scales 100 lbs and under	92
Gasoline pumps	144
Vehicle Tank Meters	33
Taxi	9
Other devices	8
Total	300



ARLINGTON YOUTH HEALTH AND SAFETY COALITION

AYHSC is a federally funded, community-based coalition whose mission is to prevent and reduce substance abuse and other risk behaviors that adversely affect Arlington youth. It includes representatives from public (police, schools, local government) and private agencies (churches, businesses, youth-serving organizations) as well as parents and youth. AYHSC takes a public health approach to prevention and intervention, focusing on community-wide education, environmental initiatives, policy change, and improving youth access to treatment.

In 2011, AYHSC received \$125,646 in grant funding from the federal Drug Free Communities Program (DFC), and was authorized to spend an additional \$133,655 in 2012. During the past year, AYHSC was also awarded over \$50,000 in local grants from Symmes Foundation, Mount Auburn Hospital, and the Sanborn Foundation. Likewise, AYHSC received generous in-kind support, amounting to over \$85,000 from Arlington Public Schools, Arlington Police Department (APD), Department of Health and Human Services, Arlington

Recreation, and Arlington Center for the Arts. Logging nearly 1,000 volunteer hours, AYHSC members and community partners were able to channel the above resources into productive, community-wide prevention initiatives highlighted below.

2011 Highlights

- Co-sponsored a community viewing of the film documentary *Race to Nowhere*. Over 350 community members attended the screening, which was held at the Regent Theater.
- Conducted four, 5-week series of Guiding Good Choices parenting workshops.
- Partnered with APD and Arlington Recreation to offer the third annual HRC Summer Experience, a 4-day health and wellness summer program, to over 100 Arlington youth.
- Administered the Arlington Youth Risk Behavior Survey (YRBS) to Ottoson Middle School and Arlington High School students.
- Collaborated with APD and youth volunteers to conduct alcohol compliance checks.
- Organized, developed, and implemented a social norms campaign about underage drinking at Arlington High School. Partnered with CADD (Computer Aided Drafting and Design) students at AHS to develop campaign messages and designs.
- Funded speaker presentation at Arlington High School's Health and Wellness Day.
- Conducted four community-wide drug take backs, and two needle disposal programs.
- Enrolled 36 youth into the Arlington Diversion Program, a community-based alternative to the criminal justice system. Oversaw a total Diversion caseload of 83 youth.
- Collaborated with Communities for Restorative Justice to incorporate Restorative Justice process into Diversion program.
- Partnered with Arlington Youth Counseling Center (AYCC) to pilot the Diversion Expansion Program- a program to understand and address the treatment needs of underserved, substance abusing youth. This program was awarded a three-year grant by Mount Auburn Hospital.
- Provided information to the community through cable and print media, AYHSC webpage, presentations to the School Committee and other local groups, and informal discussions with community members.

HEALTH & HUMAN SERVICES

COUNCIL ON AGING

The Arlington Council on Aging (COA), a division of the Department of Health & Human Services, provides advocacy and support services to help Arlington elders live dignified and independent lives.

The Council's primary responsibilities are to identify the needs of Arlington's elder population and to design, promote, or implement services to address such needs and to coordinate existing services in the community. The COA carries out on a local level the programs of the Massachusetts Executive Office of Elder Affairs and coordinates with public and private service providers in the area.

The growing number of seniors is a developing challenge for the Town of Arlington. Nationally the number of elderly in our society is increasing at a rate of 7,500 to 10,000 seniors (65+) each day and will continue to do so over the next eighteen years (Executive Office of Elder Affairs, Commonwealth of Massachusetts). The 2010 federal census counted 9,245 elders (60+) in Arlington which when projected to 2030 suggests that one-third of the projected population of Arlington, or 15,193 residents, will be seniors (Metropolitan Area Planning Council).

In the past year, COA staff have noted a marked increase in the number of seniors in economic distress. Some clients are younger seniors who have been laid-off or have developed a disability that does not allow them to work. They have tapped all their resources and are now having a hard time meeting basic costs such as housing and food. Other clients are older seniors who have been living on social security with perhaps a small pension and are now not able to cover basic needs due to increased medical co-pays, property taxes, food and heating costs. This year COA staff has assisted many more Arlington seniors than in past years with applications for SNAP (food stamps), fuel assistance, subsidized senior housing, and other programs that address these concerns.

This COA coordinates with the Arlington Seniors Association, a private nonprofit organization, which provides the Senior Center's social and recreational programming. The Senior Center also hosts Minuteman Senior Services which operates the "Eating Together" meal site at the Senior Center and provides home-delivered "Meals-on-Wheels".

Highlights for 2011

- Launched a revitalized Dial-a-Ride program by securing a new subcontractor, Arlington Belmont Transportation, as the provider for the in-town taxi program.
- Provided over 7,000 rides to Arlington seniors for medical appointments, errands in Arlington, and services and programs at the

Senior Center.

- Provided over 900 case-management interventions through office and home visits by the nurse, social worker and intake staff.
- Hired a part-time social worker in September to meet increased social service demands.
- Organized a large Senior Services Fair at the town hall in June with over 40 vendors and speakers.
- Sponsored a forum on property tax relief programs for Seniors for an over-flow crowd at the Senior Center.
- Provided over 2,000 units of health services, including podiatry, blood pressure, flu and pneumonia clinics.
- Assumed responsibility for assisting Arlington seniors with fuel assistance applications for 2011-12 heating season after the closing of the Community Teamwork fuel assistance office in Arlington.
- Provided staff support for the Arlington Food Pantry.
- Continued to provide financial support for dental services, transportation, urgent personal needs and Lifeline personal response systems for low-income seniors.

Volunteer Involvement

Perhaps the most visible and dedicated people associated with the COA are its 125 volunteers. They contribute their time, skills and efforts to help deliver COA services to Arlington's elders and their families. More than 10,000 hours of service were given in support of the COA's mission. Volunteers serve as friendly visitors, medical escorts, and receptionists as well as assisting with health clinics and programs. Specially trained SHINE volunteers, income tax aides and tax abatement assistants provide direct service to clients in addition to an attorney and financial planner who also donate their time. Volunteers were honored at the annual volunteer luncheon that acknowledges their valuable service to Arlington seniors.



Volunteers preparing 2011 Thanksgiving meal deliveries.

Community Partnering Efforts

The COA continues productive working relationships with other Town agencies as well as with community organizations such as Arlington Visiting Nurse & Community Health, Arlington Community Media, Mount Auburn Hospital, Cooperative Elder Services, Park Avenue Congregational Church, Arlington ELKS, SCM Transportation, and many others. Examples of such efforts are:

The Retired Men's Club of Arlington again generously supported the annual home-delivered Thanksgiving Day meal program. The COA coordinated the many volunteers who packed and delivered the meals to seniors who would be alone on the holiday.

Minuteman Senior Services trains SHINE (Serving Health Insurance Needs of Elders) volunteers that are then stationed at the COA. Over 126 people met individually with a SHINE counselor regarding health insurance issues.

AARP-trained tax preparers helped 200 seniors with preparation of income tax forms with the assistance of COA staff serving as schedulers.

The COA partnered with the Ottoson Middle School to provide snow shoveling and yard work for 76 Arlington seniors.

The COA serves as a field-training site for students from The University of Massachusetts School of Nursing, Simmons College School of Social Work, Harvard Divinity School, and other institutions.

Funding

Principal funding for the agency derives from municipal, state, and federal sources. The Massachusetts' Executive Office of Elder Affairs (EOEA) Formula Grant provides half the salary of the social worker and the bulk of the salary for the geriatric nurse specialist. The Community Development Block Grant Program supports the COA transportation program, adult day health scholarships, and the transportation coordinator/supervisor of volunteers position.

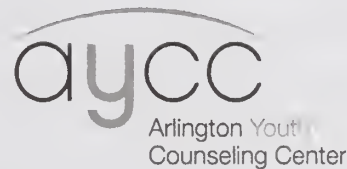
Friends of the Council on Aging, a non-profit organization dedicated to supporting the mission of the COA, held their second annual 5k Road Race in 2011. With the funds raised, The Friends group made several significant donations in support of COA programs including transportation and a new scheduling software program. They also sponsored a Holiday Stocking Program benefiting 50 low-income Arlington seniors. Lahey Clinic again generously underwrote an exercise program for Aquacise and Tai Chi. The Trustees of Symmes Hospital made a significant grant to the Council on Aging transportation program as did the Elizabeth and George L. Sanborn Foundation For The Treatment and Cure Of Cancer. Cambridge Savings Bank made a generous contribution in support of the Senior Services Directory and the Yamaji-Newcastle Fund continues to provide

monies to recognize, educate and support volunteers at the Senior Center.



Runners stepping out at The Friends of the Council on Aging's second annual road race.

BOARD OF YOUTH SERVICES ARLINGTON YOUTH COUNSELING CENTER (AYCC)



2011 was the second year of significant changes for Arlington Youth Counseling Center (AYCC). In 2010 AYCC was given the task of developing a more sustainable model for long term survival, so that providing counseling services to children, youth and families in the community could continue. In 2010 it was determined with input from the town government, Board of Youth Services, and AYCC administrative team that changing to a fee for service model and putting supports in place to more effectively collect third party insurance offered the best opportunity for AYCC to become more fiscally sustainable. The first year was devoted to putting basic structures in place to accomplish this. The second year has been spent expanding



Staff from AYCC pictured above. The agency has transformed into a larger agency with new staff after the agency transition in 2010

HEALTH & HUMAN SERVICES

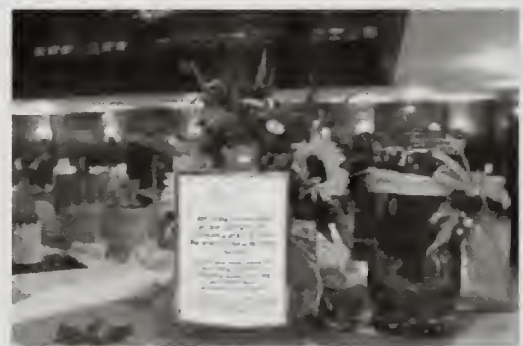
and refining basic structures, putting policies and strategies in place to insure maximum collection of insurance reimbursement, developing a fund raising strategy, and beginning clinical program development. An overview of 2011 is as follows:

- AYCC currently has 16 clinicians providing service.
- Participation in Town Day by having an informational booth and Open House.
- Fund Raising Committee organized and ran a well attended, major fund raising event in November that raised almost \$20,000.
- AYCC obtained \$25,000. in grant money from the Symmes Medical Use Nonprofit Charitable Corporation.
- AYCC with the Diversion Program was awarded a grant from CHNA for \$25,000 to develop a model for identifying and providing substance abuse treatment to at risk youth. Hired substance abuse counselor who will assist with development of the program.
- With Board of Youth Services began to have informational meetings with local Pediatricians.
- Began implementation of Outcome Measurement tools to track successfulness of services.
- Completed reorganization of space for clinicians which is HIPPA compliant and functional.
- Added medical records clerk to assist with organizing and managing clients records and with staff member audited them for completeness and quality.
- Developed a consultation program in two elementary schools piloted by staff member to provide consultation to school staff and intervention to children who are experiencing bullying.



The first annual fundraising gala for AYCC was held in October and raised over \$20,000 to support the agency.

- Established a group work program. Groups are funded by various grants and include: a Parent Support Group for parents of children having behavior problems, a friendship/socialization group for children with social skills deficits, a support group for High School students enrolled in the METCO program, a group for High School students who are struggling with anxiety, and a group for Middle School Students who have been bullied.
- AYCC sponsored a training run by MGH Think:Kids program. All clinicians from the clinic attended. School personnel, clinicians from the community and parents also attended the training which focused on strategies for helping youth with behavior problems.
- AYCC continued to have a strong relationship with the Arlington Public Schools. AYCC continued to provide on-site milieu counselors to the Workplace Program at Arlington High School. In addition to what was previously mentioned, AYCC provided in-school counseling to students at various elementary school. This was mostly paid for by third party insurance reimbursement. Arlington Public School provided contract money to assist students for whom co-pays or deductibles were unaffordable.
- Highrock Church funded a case manager for 10 hours per week to provide assistance for families with resource needs such as applying for government entitlements and/or emergency assistance with complex problems.



Board of Youth Services Members Lori Talanian and Lynn Horgan and Health and Human Services Charitable Corporation President Barbara Tosti accept a donation from the Arlington Police Patrolman Association Relief Fund represented by Detectives Fitzpatrick and Gallagher to pay for counseling sessions for youth and families that are unable to pay for treatment at AYCC.

VETERANS' SERVICES

The Department of Veterans' Services for The Town of Arlington is mandated to aid and assist veterans and their families as required by The Department of Veterans' Affairs (VA) and The Massachusetts Department of Veterans' Services (DVS). All eligible veterans and their eligible dependents can seek counseling and assistance with applications for federal and state benefits, financial aid, medical care, educational/vocational benefits, and burial benefits.

As a result of interviewing fifty-six veterans and/or their dependents, fourteen new clients received benefits under Chapter 115 with a total of sixty clients receiving benefits over the course of the year. Seventeen veterans were awarded the "Welcome Home" bonus for service in the military since 9/11. Two Vietnam veterans were advised of their entitlement to a bonus for their service and were assisted on how to redeem them. Four widows of veterans were assisted in receiving their benefits as the surviving spouse of a veteran either "Killed in Action", receiving 100% service-connected disabilities from the VA, or veterans who died from Amyotrophic Lateral Sclerosis (ALS) and also an annuity from DVS.

After consulting with over a hundred veterans and or veteran dependents, twenty-three claims were submitted to the VA for service-connected compensation and/or pension, seventeen have been awarded. Requests for treatment at the VA medical centers by sixty-eight veterans have been referred and thirty-four burial benefits have been awarded eligible veterans. Markers for all veterans buried in Mt. Pleasant Cemetery were ordered. To date, seventeen unmarked graves of veterans have been identified, and authenticated, and markers ordered.

Veterans' Services is responsible for organizing, coordinating, and participating in the Memorial Day and Veterans' Day Parades. For Memorial Day, the office is responsible for decorating the over 5,500 veterans' graves at Mt. Pleasant Cemetery and St. Paul's Cemetery with flags and assuring the maintenance of the veterans' lots. The Disabled American Veterans Chapter 49 assists by decorating the graves at St. Paul's. The file for the Veterans' Honor Roll located at Monument Park in Arlington Center, which will be refurbished at the conclusion of The War on Terrorism, is continuously being updated with veterans from all wars. The Director of Veterans Services also serves as treasurer on of the Patriots' Day Parade Committee as well as coordinator, and President of the Combined Veterans' Council of Arlington.

The Office of the Department of Veterans' Services is continuing to purge old files and improve computerization, while reaching out to advertise veterans' benefits and advocate for volunteer opportunities at The Bedford VA Medical Center.

Veterans Benefits, Claims, and Referrals	2011	2010	2009	2008
Chapter 115 Benefits	62	65	61	61
VA compensation/pensions	17	22	14	16
VAMC requests/referrals	103	73	50	51
VA Burial benefits	21	27	25	18
DVS bonuses/annuities	24	21	17	14

Moving Wall

Through the efforts of many individuals, the Town of Arlington hosted "The Vietnam Veterans Memorial Moving Wall" otherwise known as "The Moving Wall" over the Patriots' Day weekend. This memorial was located on the Arlington High School grounds and was viewable 24 hours a day for three days. The Moving Wall is a half-size replica of the Washington D.C. Vietnam Veterans Memorial and has been touring the country for more than twenty years.

Having The Moving Wall memorial come to Arlington was truly a special event, one the Moving Wall Committee was honored to be a part of. The Committee would like to thank all the volunteers for their tremendous efforts in coordinating this event in a short amount of time. With the support of the Town we were able to present an event that was enjoyed by many residents, students, and Veterans from around the state. The Committee would like to give special thanks to Curt Morgan who sparked the idea to bring the Wall to Arlington and worked tirelessly with so many supporters to present an event that everyone was proud of. The Committee would also like to thank the many sponsors and donors, their contributions made the event possible. It was a very moving and emotional three days, three days we will never forget.



Moving Wall Ceremony

DISABILITY COMMISSION

In its eighteenth year of service the Commission on Disability has continued to provide information, referral, guidance, and technical assistance to Arlington officials, residents, public and private agencies, and others to ensure that people with physical, sensory, cognitive, and other disabilities have equal access to Town facilities, services and programs. The all-volunteer Commission currently has six Commissioners with three vacancies. As mandated by State law, at full membership the majority of Commissioner's must have a physical, cognitive, or sensory disability. The mandate brings an intimate and informed understanding of disabilities to the Commission's agenda and ultimate decisions. The Commission continues to bring awareness to Arlington policy makers and other residents as to the legal rights of people with disabilities, enforcing those rights, and working towards community inclusion to make Arlington a stronger Town, capitalizing on the strengths each person living here has to offer.

Coordination and implementation of the Commission's agenda and goals continues to be handled by Jack Jones, ADA Coordinator. Cooperation between the Commission and the ADACoordinator is effective and efficient. The Commission continues to occupy office and meeting space in the Senior Center building at 20 Academy Street.

2011 Activities

- The Commission hosted Joe Connelly, Director of Recreation, and Carol Kowalski, Director of Planning & Community Development, at its monthly meetings. Mr. Connelly said that over the next few years all play fields within the Town would have at least one piece of accessible play equipment. He also agreed that all play fields with portable toilets would have at least one accessible toilet. Ms. Kowalski discussed with the Commission safety concerns regarding bricks in the pedestrian path of travel at the Senior Center building. She agreed to explore applications other than bricks, which would be safer with a smoother surface and also appropriate for this historical area.
- The Commission again had an information booth at Town Day to answer questions and provide resources to Arlington residents.
- The Commission continued to request that the Town develop a policy against the use of bricks in sidewalks along the pedestrian path of travel.
- The Commission co-sponsored at Town Hall the third annual Diversity Career Fair. Twenty-three employers from health care,

financial, retail, and non-profit organizations participated.

- With DPW, the Commission continued its curb cut ramp project by monitoring the installation of curb cut ramps along several streets in Town.
- The Commission reviewed and issued decisions on several variance requests that had been submitted to the Massachusetts Architectural Access Board.

2012 Goals

The following are Commission goals for 2012 that will continue to revolve around the very clear parameters of the Americans with Disabilities Act.

- Continue to represent the rights of Arlington residents living with disabilities.
- Continue to monitor accessible pedestrian safety, installation of curb cut ramps and the enforcement of snow and ice removal from curb cut ramps and sidewalks.
- Co-sponsor the fourth Annual Diversity Career Fair.
- Continue to work with Town towards the adoption of a policy of replacing brick curb cuts, sidewalks, and crossings in need of repair with smoother, safer, and more accessible surfaces.
- Continue to meet with Town Officials to discuss the rights of people with disabilities in order to work towards full community inclusion within the Town of Arlington.
- Continue to reach out to other commissions, groups, and agencies to strengthen connections, referrals, information and resources.
- Work towards reaching full membership.

Retirements/Recognitions

In 2011 Commissioner members Barbara Cutler Ed.D, and Barbara Jones resigned from the Commission after each serving eighteen years. The Commission would like to recognize their many accomplishments and their dedication in helping to make Arlington a more inclusive community while serving on the Commission. Their efforts are greatly appreciated. Also in 2011 the Commission welcomed Michael Rademacher, Director of Public Works, as a member to the Commission.

The Commission meets on the third Wednesday of each month at 4:00 P.M. in the conference room of the Housing and Disability Program Office located at 20 Academy St., Suite # 203, Arlington (the Senior Center Building). Meetings are open to the public and residents are invited to attend to observe or voice their concerns.

HUMAN RIGHTS COMMISSION

The Arlington Human Rights Commission (AHRC) was created by Town Meeting in 1993 to advance issues related to the fair and equal treatment of individuals and to create a mechanism for addressing complaints arising out of these issues. The mission of the AHRC is to work individually and collaboratively with other groups in our community to celebrate the ever-changing tapestry of our Town, and to emphasize, through educational outreach, the danger of intolerance at every level. The Town Manager, School Committee, and the Town Moderator have appointing authority for thirteen members of the commission.

The AHRC began the year by re-electing Nancy Rhoads as chairperson and Stacy Davison as vice chairperson.

Community Education and Outreach

During the course of the year, the Commission sponsored or co-sponsored several events:

- A non-violent training led by Dennis Brown. Reverend Christine Elliot volunteered space at the Calvary Methodist Church. Approximately 35 people attended. Should there be a need for a non-violent response to a human rights violation, the AHRC can call on this group of people. The training has been used successfully when hate groups have staged demonstrations in small towns. These demonstrations are often designed to provoke a public response which will lead to liability for the Town. Mr. Brown's training has been utilized in Lexington on more than one occasion in the last several years when the Westboro Baptist Church has demonstrated there.
- A meeting for Town of Arlington groups that also address concerns of diversity and inclusion. Regina Caines led the participants in an evaluation of respective missions and actions for achieving those goals. As a result, it was agreed that these groups should aim to work in a more coordinated fashion. The AHRC will coordinate regular meetings to increase communication.
- Two talks organized and run by Arlington Community Education.
- A booth at Town Day
- Collaborating in Arlington Public Schools
- Liaison to Ottoson's Building Respect Task Force.
- Liaison to the Superintendent's Diversity Task Group.
- Provided mediation and guidance to APS.
- Developed trial liaison program between the

Commission and each principal, as well as the Director of METCO to provide resources and guidance regarding human rights concerns.

- Consulted with the Special Education Parents Advisory Committee (SEPAC).
- Attended meetings to develop the Policy on Bullying.
- Attended meetings in Boston with METCO parents to hear their concerns.

Working with Town Government

The AHRC chaired the Response Coordination Team (RCT). Composed of Superintendent of Schools Kathy Bodie, School Committee member Joe Curro, Reverend Christine Elliott, Arlington Public Information Officer Joan Roman, APD Chief Frederick Ryan, Chair of the Diversity Task Group of Vision 2020 Miriam Stein, and Reverend David Swaim. The Team developed a protocol to be used in the event of a hate incident or hate crime and a resolution, which has been adopted by the School Committee. It is anticipated that the Board of Selectmen and Town Meeting will adopt the resolution in 2012.

In October, Chief Ryan presented updated information to the Commission on the Department's Compliance Performance Report.

Incidents and Complaints

Despite two complaint packages being requested, the Commission received no formal complaints. One complaint related to discrimination based on mental illness and the other related to housing.

APD and APS notified the Commission of incidents involving graffiti, texting, racist speech, anti-Semitic speech and threats, and racial profiling.

2012 Goals

- Complete the HRC Commission's website.
- Permanently establish the school liaison program.
- Honor a group with the Arlington Human Rights Commission Award.
- Participate in Town Day.
- Increase collaboration with relevant Town groups.
- Adoption of the Human Rights Resolution developed by the RCT by the Board of Selectmen and Town Meeting.
- Increase outreach to other community groups.

DEPARTMENT OF PUBLIC WORKS

The Arlington Department of Public Works (DPW) is comprised of eight divisions: Administration, Engineering, Highway, Water/Sewer, Properties, Cemeteries, Natural Resources, and Motor Equipment Repair. With a staff of 113, it is the goal of the Department to provide residents, boards, commissions, and other Town departments with superior Public Works services and support.

Administration

The Administration Division provides the following services: financial (including budget preparation and administration), invoice payment, invoice billings, grant management, and water/sewer reading - billing, personnel and payroll management, customer service, contract administration, oversight of contracted solid waste and hazardous waste collection services, supervision of contracted custodial services, and oversight of contracted streetlight maintenance on public ways and parking lots.

Solid Waste Collection

Waste Management provides contracted curbside and dumpster collection of solid waste and bulky items from residential and business locations. Through this contract the DPW collects solid waste at over 19,000 residences and 150 commercial accounts. Solid waste is also collected from the following municipal locations: Town Hall and eight other municipal buildings, Community Safety, three fire stations, two libraries, nine public schools, over twenty municipal parks, and approximately fifty public trash barrels. The bulky item collection program collects large items like couches, tables, and sinks.

The Town also provides contracted dumpster trash collection at schools, municipal buildings, non-profit organizations, apartment complexes, and condominium complexes.

Recycling

Waste Management also collects recyclable items curbside on a bi-weekly schedule. The Department issues an annual guide with all the information needed for residents and businesses to make our recycling efforts successful.

In 2009 the Town implemented "single-stream" recycling. Under single stream, residents no longer need to separate their recyclables. All of the materials mentioned above can be co-mingled in a single container and placed out for collection. Our solid waste hauler transports our recyclables to a plant that completes the separation into the different materials for reuse. Many homeowners are discovering the convenience of placing all of their recyclables, unsorted in a single barrel with a recycling sticker.

Twice a year the Department holds a recycling event in conjunction with the Recycling Committee at the DPW facility on Grove Street. The first year of this program was 2003 when the Department gave out recycling bins as part of America Recycles Week in November. Since that time the event has grown into a twice-yearly event at which the Department collects clothing, shoes and sneakers, used toys, books, DVD's and CD's, bicycles, and scrap metal. Additionally, a company is available to shred documents. The Board of Health is at the event and collects medical waste such as syringes and prescription drugs. At each event the DPW also collects TV's and CRT's.

Yard Waste Collection

Waste Management also collects yard waste curbside on a bi-weekly schedule from mid-April to mid-October, and weekly from mid-October to early-December. Leaves and grass clippings can be placed curbside in barrels with a Yard Waste identification sticker or in compostable 30-gal paper bags. Branches up to 1" in diameter can be placed curbside if cut into 3 foot lengths and tied into 30 pound maximum bundles. Additional recycling information can be found online at arlingtonma.gov/recycle.

Recycling, Solid Waste, and Hazardous Waste Statistics (in tons unless specified)		
Materials	2010	2011
Solid Waste	15,166	14,633
Commingled (paper/glass/plastic/metal)	4,301	4,563
RECYCLING RATE	28.36	31.18
Yard Waste	2,421	2,431
TV/CRT's	2,432 (units)	1,995 (units)
Appliances	407 (units)	160 (units)

PUBLIC WORKS

Household Hazardous Waste Collection

2011 marked the fourteenth year of Arlington's membership in the regional household hazardous waste collection facility at 60 Hartwell Avenue in Lexington. Eight monthly collection days were held from April through November. The program continues to collect large quantities of hazardous materials including pesticides, chemicals, used motor oil, antifreeze, and household cleaning products.

Engineering Division

The Engineering Division continues to provide a wide variety of support services to other DPW divisions, various Town departments, commissions, contractors, public utilities, and to the general public. The Engineering Division works closely with the Highway and Water and Sewer Division upgrading and improving the infrastructure of the Town by providing surveys, engineering design, construction plans, field layouts, and field inspection services. The Engineering Division also provides technical design and specification for municipal infrastructure improvements, oversees contracted maintenance of the Town's traffic signals, reviews and makes recommendations on the impacts of planned private construction projects, reviews and provides regulation on proposed private way projects and improvements.

Accomplishments

- Provided technical support to several projects of the Transportation Advisory Committee (TAC).
- Monitored and coordinated the Forest Street reconstruction project. (\$1.5 M in Federal-ARRA grant funding) with the Massachusetts Department of Transportation.
- Reviewed and updated procedures for managing utility trench repairs and street permitting.
- Continued to develop a Town-wide inventory of sidewalk ramps and locations where sidewalk ramps are needed.
- Oversaw and coordinated development of a 10 year capital improvement plan for the water distribution system.
- Oversaw the development of specifications, contract preparation, and construction for the 2011 Capital Improvement projects including: handicap ramp program (\$175,000), roadway resurfacing improvements (\$1,500,000), sewer rehabilitation services (\$1,500,000), water rehabilitation (\$650,000), and drainage improvement projects (\$250,000).
- Increased communication and outreach to residents and abutters for major construction projects including email notices, flyer noti-

cations, Town email Notices, and project web updates.

- Oversaw construction administration services, design services, and investigation of the Sanitary Sewer Inflow and Infiltration Improvement Program.

Highway Division

The Highway Division of the Public Works Department maintains 102 miles of roads, 175 miles of sidewalks, 175 miles of curbing, eight parking lots; along with numerous guardrails, stairs, walls, and fences. The division oversees solid waste services including trash/recycling collections, bulky items collection/disposal, waste fill disposal, and hazardous waste programs. The division also performs street sweeping services and maintains traffic lines, signs and drainage systems (culverts, pipes, manholes, catch basins and drain channels).

With the \$400,000 annual increase in its paving budget, roadway improvements received a significant boost.



Paving Improvement Projects

Street Sweeping

The Town is typically swept two times annually (spring and fall). Sweeping on main streets done weekly (twenty-eight times).

Snow and Ice Control

- There were twenty-four snow and ice events.
- Private contractors used for five events.
- 95 inches total snow for season.

Performance Measurements

- Repaired or replaced 68 catch basins.
- Cleaned over 635 catch basins.
- Removed and installed 1,475 l.f. concrete sidewalk.
- Removed and installed 1,225 l.f. asphalt sidewalk.

Special Projects

- Provided setup, tear down for Patriots Day Parade, Town Day, Feast of the East, and Elections.
- Placed gravel and re-graded reservoir parking lot.
- Rebuilt storm drain out flow pipe head wall (Gould Road).
- Removed and rebuilt trash rack in DPW yard.
- Assisted with Water Chestnut Harvesting at the Reservoir.
- Installed 30 bike racks at various locations in Town.
- Installed 4 memorial benches for the Recreation Department.
- Dug 2 rain garden areas and prepared area for planting.
- Placed gravel and re-graded Warwick Street for Board of Health.
- Responded to Tropical Storm Irene (downed trees) three weeks for street clean up.
- Responded to October snow storm (downed trees) four weeks for street clean up.



One of the snow removal operations in early 2011, East Arlington

Water/Sewer Division

The Water and Sewer Division continues to maintain 135 miles of water mains, 127 miles of sewer mains, 9 Sewer Lift Stations, and numerous hydrants, valves, and service connections/shut offs. Additionally, the Division reads usage meters and prepares bi-annual bills on just under 13,000 accounts.

Performance Measurements

- Worked with the Fire Department to perform annual fire hydrant inspections.
- Replaced 38 hydrants.
- Worked with Highway Division on annual basin cleaning project.
- Operated and maintained the Town's nine lift stations.

- Provided water use data to the Town Treasurer for billing.
- Repaired water main leaks at 24 locations.
- Repaired water service lines at 35 locations.
- Replaced 38 hydrants.
- Flushed over 300 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 350 mark outs for underground excavation work.
- Completed the installation of more than 13,000 wireless sending devices (80% of total project) on water meters at Arlington homes and businesses.
- Provided emergency response crew 24/7 successfully.

Motor Equipment Repair Division

The Motor Equipment Repair Division continues to maintain 105 over-the-road vehicles including three front end loaders, five backhoes, one mini-excavator, two tractors, nine heavy-duty dump trucks, nine small dump trucks, twenty-two pickup trucks, six utility body trucks, ten snow fighters, nine school buses, three street sweepers, two sewer flushing trucks, one rubbish packer, one compressor truck, one generator truck, two welding trucks, six sedans, three vans, one heavy-duty crane, one rack body, one small, multi-use tractor, and one flat bed.

Performance Measurements

- Provided staff to Community Safety repair shop as needed.
- Replaced vehicles and equipment: 1 Ton Dump w/ Sander Body, and Water/Sewer Utility Truck.
- Maintained snow and ice vehicles during events.

Properties Division

The Properties Division provides the Town of Arlington with quality custodial services, maintenance, and improvements to its public buildings and facilities. The Division is responsible for the maintenance of forty individual public buildings listed in the table below.

Performance Measurements

- Repaired and painted exterior of Robbins House cottage barn.
- Oversaw the contracted replacement of flat roof sections and repairs of parapets and masonry on DPW Yard, Building B.
- Installed new DPW exhaust fans in garage.
- Performed Town wide painting.
- Completed the rehabilitation of the 2nd floor

PUBLIC WORKS

Town Hall Annex.

- Provided assistance to numerous Town Department for building maintenance.

List of Public Buildings (40) serviced by Arlington Properties Division	
Arlington Schools	Libraries
Arlington High School	Robbins Library
Athletic Field Snack Shack	Fox Library
Ottoson Middle School	Central Services
Stratton Elementary School	Town Hall
Peirce Elementary School	Town Hall Annex
Dallin Elementary School	Public Works
Brackett Elementary School	DPW (Grove Street Complex)
Bishop Elementary School	Assembly Hall
Hardy Elementary School	Director/Engineering/Inspection
Thompson Elementary School	Snow Fighting Garage
Non-Public Schools	Maintenance Garage
Gibbs (Private Use)	Large Salt Shed
Crosby (Dearborn Academy)	Small Salt Shed
Parmenter (Private Use)	Dog Pound
Public Safety	Cemetery Chapel
Community Safety Building	Cemetery Garage
Central Fire Station (HQ)	Reservoir Pump house
Park Circle Fire Station	Miscellaneous
Highland Fire Station	Robbins House
Recreation	Robbins Cottage
Bath House	Jarvis House (Legal Dept.)
Recreation Ice Rink	Jefferson Cutter House
Spy Pond Fieldhouse	Mount Gilboa
	27 Maple Street (Senior Center)
	23 Maple Street (House)

Natural Resources Division

The Natural Resources Division consists of the Forestry and Parks sections and is responsible for the proper management, care, and maintenance of Arlington's more than 19,000 public trees.

Forestry

During the year the division maintains the trees along the Minuteman Trail that runs from the Cambridge line to the Lexington line. The Division is responsible for the execution of the holiday lights program. The Division cleans and maintains traffic islands around Town. On Massachusetts Avenue the Division takes care of the American flags and the banners. Staff of the division maintains the extensive grounds between the Town Hall and the Robbins Memorial Library.

Performance Measurements

- With the help of the Tree Committee, planted 90 trees.
- Installed approximately 2,000 holiday lights
- Maintained "Tree City USA" designation from the National Arbor Day foundation.
- Removed 75 dead or diseased trees.
- Responded to Tropical Storm Irene (significant tree damage).
- Responded to October snow storm (significant tree damage).



Branch collection operation post Tropical Storm Irene,
Arlington Reservoir

Park Maintenance

The division maintains thirty parks, numerous playgrounds, athletic field infrastructure open spaces, and public lands including: the Reservoir forested trails and beach facility, North Union Spray Pool, the Town Hall Gardens, the Donald R. Marquis/Minuteman Trail, Broadway Plaza, the Robbins House gardens, and traffic islands.

Performance Measurements

- Implemented improved field turf maintenance schedules.
- Continue to put a priority on prompt graffiti removals.

Cemeteries Division

The Cemetery Division maintains the Mt. Pleasant Cemetery and the Old Burying Grounds. Lawn mowing, raking, and tree trimming have been done by contracted services since 2008. Maintenance of gravestones, tombs, walls, fences, roadways, trees, and the Chapel continues to be provided by the remaining five staff members.

Mount Pleasant Cemetery is expected to run out of spaces for new gravesites within the next five years and planning for future interments is a major priority. A feasibility study has been completed and plans will again be presented to Town Meeting for approval for limited use of cremains in Cook's Hollow Conservation area. This plan has been created with the Conservation Commission and Historical Commission. The Cemetery is currently planning for green cremain burials. Chapel improvements for increased functionality are being explored. The concept of a columbarium is being explored as well.

PUBLIC WORKS

Mount Pleasant Cemetery Revenues in 2011	Number	Revenues Invoiced
New Grave Site Sales	62	\$ 132,500
New Urn Grave Sales	4	\$ 1,550
Perpetual Care Sales	66	\$ 33,000
Grave Site Buy-backs	1	\$ (1,200)
Earth Burials	198	\$ 198,000
Cremain Burials	63	\$ 18,900
Non-Resident Burials	95	\$ 46,000
Overtime, Holiday Surcharges	39	\$ 27,600
Mock Burial	4	\$ 1,000
Foundation Charge	72	\$ 14,400
Disinterments	0	\$ 0
Veteran Graves – earth/urn	3	\$ 1,500
Recording Fee	3	\$ 300
Chapel Use, Misc.	2	\$ 175
Total Gross Revenues		\$ 473,725

Recognitions

The following Public Works Employees completed their service to the Town and its residents in 2011 with over twenty-five years of service: Richard (Fitzy) Fitzgerald, 61 years of service and Paul Dean with 28 years of service. With Mr. Fitzgerald's passing the Town lost its longest serving municipal employee.



Richard "Fitzy" Fitzgerald

Performance Measurements

- Bid 3-year contract for grounds maintenance services.
- 4 step turf maintenance program was put in place.
- Ground Penetrating Radar was performed to investigate additional cemetery space.
- Continued program of cleaning old stones and monuments in Mt. Pleasant Cemetery.
- Active member of Cemetery Expansion Committee to bring cemetery expansion to Cooke's Hollow.

In conclusion we would like to extend heartfelt thanks to our dedicated Public Works employees who keep our roads repaired and plowed, water flowing, our sewers running, our trash picked up, and our parks attractive. Their efforts are an important part of the high quality of life that we enjoy in our community.



Water chestnut removal, Arlington Reservoir

RECREATION

RECREATION DEPARTMENT

In 2011 the Arlington Recreation Department continued to offer a variety of safe, quality programs and facilities for the residents of the Town of Arlington.

The Ed Burns Arena at the Veterans Memorial Sport Complex had 1,944 hours of ice rentals and our public skating attendance numbers were 4,484 adults and 8,317 youth/seniors, excluding seasonal skate passes.

The Department has been committed to providing quality programs, special events, and improvements to its many facilities. New programs offered in 2011 include: Discovery, Legos, Cooking, Middle School Ski Club, and 7 v 7 Football. Overall the participation numbers in recreational programs have remained constant from 4,872 participants in 2010 to 4,869 participants in 2011.

With a mild start to the summer the Reservoir Beach numbers decreased slightly but continue to be high. A total of 1,364 season passes were sold, a decrease from the 1,467 season passes sold the previous year.

The North Union Spray Pool located adjacent to the Thompson Elementary School was also enjoyed by residents on a daily basis throughout the summer. The North Union Spray Pool continues to be a free service offered by the Department.

Gibbs Gymnasium continued to house a majority of the recreation indoor programs as well as provide indoor birthday party and gym rental options for the Ar-

lington community. The Department oversees the rental of the facility, which currently includes various youth activities and organizations, adult basketball, and soccer. Gibbs Gym hosted 86 birthday parties in 2011 which is a decrease from the 63 hosted in 2010.

Arlington Recreation collaborates with various Town organizations and recreation centers in Town to offer special events. Such events include the Town Day Road Race, Daddy Daughter Dance, Egg Hunt, Halloween Window Painting, and Halloween Public Skate. This year we continued to offer the successful Special Needs Skate Program with the Arlington Catholic High School Boys' & Girls' Hockey team and their coaching staff. Arlington Recreation proudly held their Fourth Annual Golf Tournament at Hillview Country Club. The tournament was in honor of long time rink employee Darren McKenzie.

Limited outdoor recreational facilities and playing fields continue to be an important issue facing Arlington Recreation. The Department continues to work with both high schools and the Town's many youth sport associations, the Department is crafting policies and procedures to assist in the scheduling and maintenance of Town playing fields. A field summit was held to review the current scheduling assignments and permitting policies. The Department also works with many of the park abutters, neighbors, and friends' organizations on perpetual park concerns and maintenance items.

The Department was very pleased to welcome Karen Burke to the staff as the Department's Administrative Assistant and Maria Day as its Principal Clerk.

Veteran's Memorial Rink	FY 2011 Actual	FY 2010 Actual	FY 2009 Actual	FY 2008 Actual	FY 2007 Actual
Ice Rental Hours	1,944	1,859	2,086	1,913	1,855
Rec & Public Skate Hrs	610	500	552	496	368
Public Skate #'s-Adult	4,484	3,979	3824	3,597	3,304
Public Skate Passes #'s-Adult	53	58	55	46	45
Public Skate #'s-Child/Sen	8,317	7,846	8597	8,356	9,783
Public Skate Passes #'s-Child/Sen	127	98	92	85	112
Skate Rentals	3,235	2,762	2597	2,713	2,754
Skate Sharpening	1,112	982	962	932	762
Skate Sharpening Passes	15	20	11	NA	NA
Stick and Puck	518	557	452	280	245

RECREATION

Program Participants by Season	FY2011	FY2010	FY2009	FY2008	FY2007
Summer	1823	1,634	1,349	1,464	1,470
Fall	1110	920	1057	913	901
Winter	1207	1,506	905	764	1,502
Spring	772	812	732	544	808
Reservoir Tags Sold					
Adult Resident	437	455	352	464	526
Child Resident	395	443	346	461	521
Senior Citizen	71	70	51	67	56
Non Resident	24	13	13	31	6
Resident Family	340	379	290	358	357
Non Resident Family	27	34	17	46	55
Resident Family Plus 1	64	70	59	90	52
Non Resident Family Plus 1	6	3	1	8	7
Total	1,364	1,467	1,129	1,525	1,580
Reservoir Passes Sold					
Weekday Pass	3,050	4,254	3,051	3,500	3,872
Weekend Pass	1,667	1,827	1,431	1,191	1,936
Total	4,717	6,081	4,482	4,691	5,808

PARKS AND RECREATION COMMISSION

Arlington Recreation continues to manage the capital improvement projects for the Park and Recreation Commission. In 2011 the Summer Street Playground and multi-generational area was completed. The Wellington Park Tennis Courts was completed and when they open in the spring will be the Town of Arlington's first lighted tennis courts. With financial assistance from the Friends of Robbins Farm, the two hill slides at Sky Line Playground were replaced. The Thorndike Field off Leash Dog Recreation Area project was bid and construction has begun. The intent is for the facility to be open in the spring of 2012. The Parks and Recreation Commission also approved the renovation of Buck Field by the Arlington Youth Baseball/Softball Association.

With the passing of Article 36 by Town Meeting in the spring of 2010, the Recreation Director assisted in the implementation plan of designated off-leash dog hours at parks specified by the Park and Recreation Commission. In the fall of 2011 the Park Commission held a public feedback session to review the first year of the program.

2012 Objectives

Arlington Recreation will continue to offer residents quality recreational programming. It is the goal of the Department to increase and improve program offerings every season. The Department will continue to work with users of the Arlington Sports Center and Town

outdoor playing fields to address the increasing needs of the community. Our financial goal is to continue to become increasingly self-supporting through appropriate fee structuring and program and facility management.



Opening Day of the new Robbins Farm Slides

ARLINGTON PUBLIC SCHOOLS 2010-2011 ANNUAL REPORT

The 2010-2011 year was notable for the financial challenges experienced by the School Department. While the tradition of excellence in the classroom, performing and visual arts, and athletics continued in the 2010-2011 school year, the Arlington Public Schools were significantly impacted by three financial challenges – a FY2011 budget reduction of \$3.9 million, which was partially offset by funds raised through the Bridge The Gap campaign, a deficit of \$1.5 million from the previous fiscal year, and the prospect of significant reductions in the FY2012 budget. Fortunately, the fiscal year ended with positive outcomes for the Arlington Public Schools.

The FY2011 budget reductions sustained by the School Department impacted all aspects of the District's ability to provide a quality education for all students. Class sizes increased. Course offerings were reduced. Textbooks, educational materials, and professional development were inadequately funded. These reductions followed multiple years of reductions in which reductions were targeted in administration, educational supplies and materials, support staff, curriculum leadership, and facilities. As a result, there was little else in the FY2011 budget to reduce other than personnel. The nearly \$600,000 in funds raised through the efforts of hundreds of volunteers in the Bridge The Gap campaign provided a restoration of some teaching positions and demonstrated the generosity and strong support of the schools in the community.

The second financial challenge experienced by the School Department was the \$1.5 million deficit in the FY2010 budget. The deficit resulted from a combination of lost revenue and increased costs. The grants, fees, and credits that were anticipated in the FY2010 budget did not come in as forecast. Additionally, we experienced significant increased expenses in special education, particularly for out-of-district placements. We did not have reserves in the School Department budget to offset the combination of reduced revenues and increased expenses, nor were cost reduction measures implemented in October 2009 sufficient to offset the shortfall in FY2010. Due to conservative estimates in the FY2011 budget for grants, fees, and credit revenue, as well as revenue allocated to Arlington from the federal Jobs Bill for Education in August 2011, the shortfall was offset with these revenues. A Special Town Meeting was held in November to approve a reduction to the FY2011 school appropriation by \$1,525,021 to offset the amount of free cash used to close the FY2010 school budget deficit. Because the deficit could be offset by the newly realized revenue from the Jobs Bill and grants, staffing and services were preserved as voted

by the School Committee and approved by Town Meeting in May 2010, as were the positions supported by the Bridge the Gap fundraising efforts. Finally, further actions to address the budget deficit resulted in greater transparency and improved budget tracking mechanisms.

The third financial challenge that overshadowed spring 2011 was the prospect of another multi-million dollar reduction in the school budget for 2011-2012, following on the heels of over \$3 million in reductions for 2010-2011. The five-year plan that was the basis for the 2005 override ended in FY2010, causing a funding cliff in FY2011, which then continued into FY12. The School Department developed two FY12 budgets – one without an override and one with an override. Once again, due to the generosity of the Arlington community, a property tax override was approved in June based on a three year budget plan that would confine general budget growth to 3.5% and special education growth to 7%. Since the override changes in health care plan design for all Town and School employees has produced savings to extend the three year plan commitment to five-years.

Despite the challenges presented by reduced resources, the students in the Arlington Public Schools continued to perform at very high levels as evidenced by data provided later in this report. This success is due to our motivated students, great teachers, dedicated administrators, involved parents, and a supportive community. The School Department continued the focus of building upon past successes and moving forward on three District Goals:

- Ensure all Arlington students are well-prepared for academics, social, emotional and vocational success in the 21st century.
- Create systems for increased communication and collaboration across the district.
- Provide the tools, infrastructure, and systems to support district initiatives and learning environments.

The results of our efforts included:

- Clear expectations for what every child should know and be able to do (standards based education) continued to be refined and integrated into daily life in the classroom. District-wide common assessments in mathematics, English, and writing help teachers pace their instruction and inform them which students have mastered the skills and content and who needs further instruction. Curriculum overviews of every discipline K-12 can be accessed on the district website.
- Our intensive reading program, which focuses on early intervention and intensive support for struggling readers, demonstrated

continued success in its fifth year of implementation. All K-5 students were assessed three times during the school year. Data from these assessments determined the level of support provided for students not meeting benchmark standards. This initiative has helped many more students read at grade level. In June, 95% of students in Grade 5 were reading at grade-level benchmarks.

- At all levels, teachers and administrators focused on incorporating 21st century skills into every classroom. While the curriculum content remained in place, greater emphasis on team work, working in a multicultural global society, hard work, communication skills, creative problem-solving, and the ability to evaluate and synthesize information was emphasized.
- Our students continued to perform very well on MCAS, Annual Measurable Achievement Objectives (AMAO) for English Language Learners (ELL), and Advanced Placement Exams;

Elementary 2010 MCAS results:

- * Brackett was among the highest performers in the state for Third Grade Reading (#4), Fourth Grade English (#2), Fifth Grade English (#2); Fifth Grade Math (#2); Fifth Grade Science (#1).
- * Stratton was among the highest performers for Fifth Grade Math (#3); Fifth Grade Science (#6).
- * Peirce was among the highest performers for Fifth Grade Science (#4).
- *Commendations:* In September 2010, the Governor and the MA Department of Elementary and Secondary Education identified Arlington High School and three elementary schools, Brackett, Peirce, and Stratton, as Commendation Schools for High Growth in Student Achievement.
- English Language Learner students demonstrated high achievement on the AMAOs far exceeding state averages in all categories.
- Advanced Placement Results: The College Board recognized Arlington High School for continuous improvement and high achievement while also expanding participation in AP courses.
 - * 26 students were AP scholars. This designation is granted to students who receive scores of 3 or higher (highest score is 5)

on 3 or more AP exams.

- * 12 students were AP Scholars with Honors. This designation is granted to students who received an average of score of at least 3.25 on all AP exams taken and scores of 3 or higher on 4 or more of these exams.
- * 26 students were AP Scholars with Distinction. This designation is granted to students who received an average grade of at least 3.5 on all AP exams and grades of 3 or higher on 5 or more of these exams.
- * 1 student was a National AP scholar. This designation is granted to students in the US who receive an average grade of at least 4 on all AP exams and grades of 4 or higher on 8 or more of these exams.

To ensure a safe learning and working environment, work was prioritized over the year to address the list of health, safety, and workplace needs, including: implementing a bullying prevention plan in response to state legislation, a new email system, safety protocols developed through the Federal Readiness and Emergency Management for Schools (REMS) grant, and PowerSchool portal for parents to access grades, attendance, and update demographic information.

The schools continued to work in partnership with the police, Town, and community to ensure consistent and coordinated responses to inappropriate student behaviors. The Diversion Program started in 2006, which focuses on restitution and rehabilitation for first time, non-violent behavior, has proven to be an effective model. We have partnered again this year with community and nonprofit organizations to provide more options for counseling services. Meeting the social and emotional needs of children is as high a priority as meeting the academic needs of our students.

The Town has made a substantial investment in our school buildings, and we continued to improve and streamline the maintenance of these buildings, as well as plan for major renovations or rebuilds.

Thompson Elementary School

The Thompson School Building Committee met every two weeks to complete the feasibility study for the new Thompson school. On February 9, the Thompson School received approval for a new building from the Massachusetts School Building Authority (MSBA). Our architects worked through the spring to develop the schematic plans for the new school building. Town Meeting approved a \$20 million budget for the building in May. The projected time line is to complete the construction drawings by December, 2011, go out to bid in January 2012, and start construction in April 2012.

The School Committee approved a June 2011 closing of the Thompson School primarily for two reasons:

1. To allow the District the opportunity to bid out the project and begin construction as early as possible, which would likely save the Town money in total project costs, without the need to wait until the end of the following school year or to move students mid-year.

2. To save money in the FY2012 budget. The Thompson School physical plant was difficult to maintain in good working order. Major building systems, including the roof, boiler, hot water heater, and windows were at the end of their useful life. To keep the building open for another year ran the risk of requiring major and expensive emergency repairs.

Stratton Elementary School

Through the efforts of the School Department's CFO and the Deputy Town Manager, the Stratton School was awarded funding through the Massachusetts School Building Authority's Green Repair Program, which provided partial funding for the upgrade of boilers, roofs and windows to improve energy efficiency in otherwise sound school buildings. This new MSBA program coordinated well with work already underway at Stratton with funds from the Town Capital budget. The additional funding from MSBA allowed a greater scope to the project than would have been possible with Town funding alone. Rather than replace only some of the classroom windows, the Green Repair Program provided funds to replace all of the windows in the classroom wing. The project was completed during the summer 2011.

Addressing the FY2010 Budget Shortfall

Following the budget shortfall, the School Department took actions that will provide earlier warning systems and, therefore, prevent against a similar situation occurring. These actions include implementing a new position control system, updating and making purchase procedures available online, and developing increasingly detailed budgets in a singular format, including monthly tracking reports. The Department also updated and expanded the chart of accounts.

Finally, through a combination of factors including being under budget for out-of-district tuitions, receiving better than expected grant and fee revenue, and careful spending, the District ended 2010-2011 with a budget surplus in circuit breaker money (special education reimbursement money from the state) that was allocated as a reserve for special education in 2011-2012.

Bridge The Gap Campaign

Through the efforts of hundreds of volunteers and the generosity of the community, nearly \$600,000 was raised to offset the expected reductions due the projected \$3.9 million reduction needed to balance the

FY2011 budget. The funds raised partially restored classroom, physical education, elementary art and music, and world language teachers. The funds also restored some mathematics and reading support, as well as library teaching assistants for all of the elementary schools. High school athletic fees were reduced.

The continued success of the Arlington Public Schools is due to a team of talented professionals working together towards our shared vision: All students will achieve at their full social, emotional, creative, and academic potential, and will be prepared for higher level academics, workforce success, active citizenship, and life-long learning. The Arlington Public Schools are committed to helping every student achieve their highest potential. The District Goals listed below are essentially the same goals of last year but with different objectives for this year. Ninety-seven percent of the objectives were accomplished.

The 2010-2011 District Goals approved by the School Committee are as follows:

Arlington Public Schools District Goals 2010-2011

APS Mission: All students will achieve at their full social, emotional, creative and academic potential, and will be prepared for higher level academics, workforce success, active citizenship, and life-long learning.

Themes for 2010-2011 District Goals:

- Increasing academic achievement in reading, writing, science, and math for all learners with attention to subgroup populations: Low Income, Special Education and Limited English Proficiency.
- Responding to new anti-bullying law.
- Building a collaborative and inclusive culture for regular and special education teachers and parents.
- Expanding technology tools to support the implementation of the district goals.
- Increasing communication and collaboration toward district goals with all stakeholders.

Goal 1: Ensure all Arlington students are well-prepared for academics, social, emotional, and vocational success in the 21st century.

a. Increase achievement in reading K-8

- Augment Response To Intervention (RTI) tiered reading support K-6.
- K-2: More time on reading for identified students.
- Gr. 3-5: Monitor independent reading.
- Gr. 6: Extend RTI reading program and prog-

ress monitoring.

- Increase progress monitoring for Tier3 students. Expand reading service to all Supported Learning Center & Language-Based special education students.
- Provide training in curriculum content and standards, i.e. Foundations, reading comprehension, etc., for all special education and ELL teachers.
- Hold individual Data Review & Service meetings for special education students who are in Warning/Needs Improvement (W/NI).
- Analyze district special education 2010 subgroup data for MCAS and Growth results. Develop intervention plans based on data.
- Share and monitor Individual Student Success Plans (ISSP) with teachers, reading specialists, counselors, special education liaisons, and administrators.
- Implement co-taught inclusion model at the Peirce School Gr. 1-5.
- Build teacher capacity (PD):
 - * Expand differentiated instruction (DI) tools for classroom teachers.
 - * Expand repertoire of vocabulary instructional techniques.
- Expand non-fiction reading across the curriculum, using Teaching American History (TAH) resources in Gr. 3-5.

b. Increase student achievement in mathematics K-8

- Complete Assessing Math Concepts (AMC) training for Gr. 2 teachers, including ELL and special education teachers.
- Integrate AMC into the classroom curriculum and common assessment schedule in Gr. K-2.
- K-2 Math RTI Initiative: Begin Math Response To Intervention (RTI) planning for structure and best practices. Pilot math RTI at Hardy School.
- 4. Grades 6-8:
 - * Teachers administer common assessments to all students to improve teaching and learning.
 - * Offer math support to students with Needs Improvement (NI) and Warning (W) on MCAS.
 - * Share and monitor ISSP plans with teachers, reading specialists, counselors, and special education liaisons.

c. Increase student achievement in writing K-12

- Gr. 3-5: Analyze student strengths and weaknesses on topic development. Revisit Looking at Student Work (LASW) using writing rubrics; set benchmarks for assessments.
- K-5: Revise writing common assessments.
- Gr.3 Initiative: Introduce Lucy Calkins Writing Program to support integration of genre writing into current elementary writing program.
- Gr.5: Adopt Gr. 6-12 MLA based research and writing skills.
- Gr.6-12: Develop common writing assessments.

d. Improve student achievement in science content and process skills and increase student awareness of opportunities in STEM fields K-12

- Gr. 9-12: Explore and implement instructional strategies for delivering science content and process skills in light of reduced student contact time.
- Utilize Verizon and Gateway Institute (Museum of Science) resources to increase student awareness and opportunities in STEM fields.

e. Improve the social/emotional climate in all schools

- Develop and begin to implement APS Bullying Prevention and Intervention Plan by Dec. 31, 2010.
- Develop School Committee policy consistent with anti-bullying law by June 2011.
- Provide administrators with professional development on investigation of bullying complaints.
- Develop standard protocols, corrective actions, and codes of conduct/discipline for bullying for all schools.
- Provide professional development during the fall to explain school safety and reporting protocols to teachers and staff.
- Research and begin to implement programs to enhance school climate.
 - * Gr. 3-5 - Implement anti-bullying curriculum, Open Circle, in all elementary schools.
 - * Gr. 6-8 – Implement World of Difference Program (peer leaders) to increase student and adult respect for differences.
 - * Gr. 9-12 – Research and develop programs to reduce student stress.

f. Improve transitions to higher education and the world of work.

- * Gr. 9 students will take Naviance "Learning Styles" inventory.
- * Gr. 10 students will take Naviance "Career Interest" inventory.
- * Gr.11-12 students will utilize expanded Naviance program in college process and post-secondary planning.

g. Expand common assessments in all subjects Gr. 6-12 to provide consistency of instruction and student outcomes.

- * Gr. 6-8: Develop and administer common open response reading comprehension assessments and writing assessments twice a year to all students to monitor and improve classroom teaching and learning.
- * Provide time for teachers to develop common assessments and grading rubrics and to evaluate student performance on common assessments.

h. Implementation of the Teaching American History Grant (TAH).

Goal 2: Create systems for increased communication and collaboration across the district.

a. Improve communication between the schools and parents

- The focus this year is on bullying prevention in response to legislation.
- Form Bullying Task Force.
- Explain bullying policies through online written communication and school handbooks.
- Use parent meetings and parent forums to explain the scope and intent of the bullying law and the district's response.
- Explain safety protocols developed through REMS grant to parents via APS
- Pilot Safety Net (formerly Connect-Ed) for parent communication at AHS, OMS, Peirce, Hardy, and Stratton.
- Gr. 9-12: Implement PowerSchool portal for parents to access grades, attendance and update demographic information.
- Consistently provide hard-copy of parent communications to families without home computer access.

b. Improve communication between the district and the community.

- Collaborate with ACMi to extend and enhance programming efforts to show various elements of the Arlington Public Schools.
- Provide Superintendent's monthly newsletter highlighting activities, progress, and events within the APS to all residents. Subscription option to newsletter available on the website.
- Post budget documents and power point presentations on district website.

c. Improve internal professional communication among schools, departments, and other groups

- Develop common Collaborative Learning Teams (CLT) format, and schedule meetings to share results of CLT work.
- Use Google Docs to share work within departments.
- Develop common procedures and formats for reporting incidents of bullying.
- Share monthly budget report within district.
- Increase collaboration among guidance/teachers/special education liaisons for improved monitoring and oversight of at-risk students.

d. Improve Special Education collaboration

- Establish monthly meetings with Principals, Director of Special Education, and Assistant Directors.
- Clarify list of common student accommodations for all staff as part of professional development in the fall.
- Use PowerSchool to list accommodations (SpEd and 504).
- Use district administrative meetings to improve communication among Special Education Administrators, Principals, and Department Leaders.
- Create an Inclusion Design Team with all stakeholders to develop common vision, evaluate current status, examine best practices, and establish time table for resulting change actions.

Goal 3: Provide the tools, infrastructure and systems to support district initiatives and learning environments

a. Expand and implement technology tools to improve communication

- Implement new district Google-based, secure email system.
- Develop K-12 calendar.
- Update Acceptable Use Agreement (AUP) for staff and students. Have all staff sign updated AUP.
- Train all staff on new Google applications.
- Implement Google Docs for in-district professional collaboration.
- Use Google Docs as tool for self-study at AHS in preparation for NEASC accreditation visit in 2012.
- Make available all 504 plans in Power-School.
- Review technology program and develop district technology plan for the state.

b. Develop and implement budget tracking system.

- Develop position control system.
- Review and update purchasing procedures. Disseminate procedures by hardcopy and post on the website.
- Develop singular budget format for all stakeholders.
- Develop updated and expanded chart of accounts.

c. Complete feasibility study and develop schematics for new or renovated Thompson Elementary School

- Complete feasibility study.
- (Prepare documents for January Massachusetts School Building Authority (MSBA) board meeting).

d. Develop redistricting plan

- Provide School Committee with interim redistricting report by December, 2010 (implementation upon completion Thompson school project).

MINUTEMAN REGIONAL VOCATIONAL TECHNICAL SCHOOL DISTRICT



About Minuteman

Minuteman is a four-year public high school serving the member towns of: Acton, Arlington, Belmont, Bolton, Boxborough, Carlisle, Concord, Dover, Lancaster, Lexington, Lincoln, Needham, Stow, Sudbury, Wayland, and Weston. Minuteman combines rigorous academics in preparation for college with relevant career and technical programs.

Arlington Enrollment

As of October 1, 2011, One hundred twenty three (123) high school students and sixteen (16) post graduate students were enrolled at Minuteman providing a full time equivalent (FTE) of one hundred thirty-nine (139) residents of Arlington.

Minuteman experienced a 7% increase in the Freshman Class resulting in the largest freshman class in 12 years. The "Benefits of Minuteman" are clear:

- Experience the Modern American High School. Minuteman offers a distinctly modern learning experience where students venture beyond a traditional high school curriculum to explore their interests and discover their passion, whether that's Bio-technology, Robotics, Environmental Technology, or something else entirely from among our twenty majors.
- Believe in Yourself. Students graduate from Minuteman with an enduring self-confidence that they can achieve anything they set out to do, no matter how high the hurdle, how long the road, how loud the skeptics.
- Prepare for College and Life. Minuteman equips students with the academic foundation and study skills to succeed in college and the industry certifications and acumen to succeed in business, affording every student a unique flexibility upon graduation to pursue their dreams.
- Learn from Experts. Minuteman's teachers are demonstrated experts in their respective fields, injecting a depth of knowledge and experience into their classes that is rarely found in public or private schools.
- Be More Than Just Another Student. There

is no such thing as "just another student" at Minuteman – instead, teachers and staff personally invest themselves in truly knowing each student and working closely with them to realize their full, individual potential.

- **Make a Fresh Start.** From their very first day of school, Minuteman students are given the opportunity to make a fresh start among new friends and new teachers who will see them as they are and not as who they once were.

Arlington High School and Minuteman Half Day Program

Minuteman offers a unique program allowing juniors and seniors, who have passed the MCAS, enrollment on a half day-every day basis in a career major. This allows a student to graduate from Arlington High School and receive a competency certificate from Minuteman. Currently, no Arlington students participate.

Minuteman offers 'Post Graduate' programs to Arlington residents of any age who are seeking to enhance their skill development. Post-Graduate Students are charged tuition to offset operating costs.

2011 Arlington Graduates and Awards

Christine Andrews, Culinary Arts/Baking
 Michael Boom, Hospitality
 Amy Bucci, Drafting
 Tony-Valentino Cabral, Programming & Web
 Amanda Carley, Early Education & Care
 Stephen Colarusso, Metal Fabrication
 Alejandro Cuellar, Biotechnology
 Samantha Der Torossian, Culinary Arts/Baking
 Jacob Dores-Lahti, Programming & Web
 Jesus Estrada, Automotive Technology
 Christopher Goode, culinary Arts/Baking
 Michelle Jones, Culinary Arts/Baking
 Joseph King, Plumbing
 Erik Landskov, Programming & Web
 Christopher Lydon, Plumbing
 Shawn Lydon, Electrical Wiring
 Shayne MacAuley, Plumbing
 Dennis Nefedov, Programming & Web
 Justin O'Connor, Plumbing
 James Pailer, Electrical Wiring
 Iruma Shibuya, Hospitality
 Molly Sousa, Marketing
 Edward Woods, Electrical Wiring

At the 2011 graduation, Alejandro Cuellar was awarded the Minuteman Drama Club Award, Amanda Carley was awarded the Eugene Victor Memorial Award, Amy Bucci the Beverly W. Lydiard Memorial Award. Christine Andrews the Arlington Dollars for Scholars, the Bonnie Hilda Memorial Award, the Minuteman National Honor Society Award, the Minuteman Parent

Association Commercial Services Division/Academic Scholar Award, and the Samuel Nigro Award. Christopher Goode was awarded the Friends of Minuteman. Edward Woods, the Jed Dowd Memorial Award. Erik Landskov the Felicia M. DeLorenzo Memorial Award, the Minuteman Parent Association Science Technology Division Award. Joseph King was awarded the Minuteman Parent Association Trades Division Award. Michael Bloom, the Minuteman Parent Association Commercial Service Division Award. Michelle Jones, the Arlington Rotary Club Award and the Margaret Rosselli Memorial Scholarship. Stephen Colarusso the Cambridge Savings Bank Award and the Felicia M. DeLorenzo Memorial Award.

SkillsUSA

Below is a list of State Results, by student and category. These awards are given to students of superior academic achievement and significant participation in school or community activities.

Jeffrey Davie, Carpentry, Silver Medalist PG
Patrick Boisvert, Plumbing, Silver Medalist PG
Alejandro Cuellar, Biotechnology, Gold Medalist, and 3rd Place in National Results
Christine Andrews, Culinary Arts, Silver Medalist
Peter Kelly, Biotechnology, Bronze Medalist
Kelsey Wakelin, Environmental Science, Bronze Medalist
Anthony Senesi, State Officer Candidate, Elected

Class of 2011 Graduate Achievement Highlights

- 73% college bound or advanced Technical Training, 12% career bound and 4% military. Overall, graduates achieved an 89% positive placement rate.
- 100% of Dental graduates passed the National Dental Board examination.
- 90% of Early Education and Care program completers were certified by the Massachusetts Department of Early Education and Care.
- 78% of Cosmetology graduates passed State Board examinations.
- Health Occupation graduates achieved 78% in college acceptance.
- 86% of Environmental Technology graduates earned the Massachusetts Grade II Municipal Wastewater Treatment Plant Operator License.
- Valedictorian Michael Breen, Biotechnology graduate from Bolton attending University of Rochester in Rochester, NY. Salutatorian Benjamin Basseches, Pre-Engineering graduate from Lexington attending Brown University in Providence, RI.

Capital Projects

Lexington Water Department is requiring replacement of several major components of the school's water supply system. This work will be completed in December 2011; estimated total cost of \$120,000 is covered out of our FY2012 budget.

An emergency \$475,000 capital project was successfully completed. Lexington issued an order at the end of June 2011 in regards to the area of the school known as the Trades Hall. The order restricted access and occupancy to the Trades Hall immediately. Minuteman had to obtain a waiver from DCAM to hire a design architect, demolish the interior area and rebuild the area under current building codes in order to open school in the fall.

MSBA Update: Minuteman is in the "pipeline" of the Vocational School Repair and Renew program announced by the State Treasurer's office in 2010. The Feasibility Study financing was unanimously approved by all 16 member towns in 2010. The School Building Committees will review various models to accommodate member community enrollment, as well as various levels of non-member enrollment. A final project model is expected by 2014.

Curriculum and Instruction

Since 2008 all 9th grade students have English and Math every day, rather than a "week-on-week-off" schedule, thus providing more consistent and concentrated instruction as well as project-based learning.

The Educational Program planning process has identified several new programs that offer students increased choices in career majors, including Criminal Justice/Bio-Security, Animal Science and the Technical Theater Arts. Two programs phased out in 2010 included Office Technology and Auto Body Repair. Drafting and Design Visual Communications will be phased out by 2014.

Professional Development

The Minuteman staff have created academic and Career and Technical Education (CTE) goals that emphasize formative assessment practices, teacher-to-teacher peer observations, Executive Function support, Reading Consultancies, and Academic-Career and Technical curriculum integration. The integration of technology to enhance student learning is an ongoing commitment.

Student Access, Participation and Support

An Executive Function initiative was launched last year. Minuteman provides students with resources to enhance their planning and organization skills.

Minuteman continues to support a full-time Reading Specialist. In addition to working with the students on his own caseload, he consults with academic and

CTE teachers toward the development and application of a school-wide reading program.

The Special Education department successfully implemented the Student Learning Center (SLC). The SLC allows students to understand their disability, develop skills, and techniques to minimize the impact of the student's disability, and to promote independence and personal responsibility. The SLC supports the transition to college.

Minuteman offers 16 sports with three levels (Varsity, Junior Varsity and Freshman) throughout the school year. Over the past 7 years the number of participants has doubled in many of the sports offered. Students have more than 20 clubs and activities.

The Minuteman Parent Association (MPA) meets monthly and supports all aspects of the Minuteman community. In addition, the Grant-a-Wish program supports numerous initiatives and incentives for student achievement.

LIBRARY DIRECTOR AND BOARD OF TRUSTEES

Mission

The Robbins Library is a vital community center that connects people with traditional and technological resources for life-long learning, intellectual pursuits, and leisure. The Library responds to citizens' needs with services and activities in a welcoming setting built on a history of free and equal access to information for all Arlington residents.

Usage

The Library continued the pattern of previous years with increases in circulation of library materials and again experienced the highest circulation in its history. (641,994 - Fiscal Year 2011). The number of visits to the library increased to over 320,000 while many residents from home remotely accessed the wealth and variety of resources offered. As in the previous year, residents increasingly relied on the Library for its free services in this time of continued economic hardship. All ages enjoyed Library programs, computer workstations for access to the Internet, and electronic databases. Job seekers utilized the computers for resume writing, employment opportunities, and online job applications. Professional librarians at the Reference Desk, in the Children's Room, and at Fox Branch, assisted the public in meeting their informational needs through the Library's book and periodical collections and with electronic resources. Although the Robbins Library continued to be closed Thursday mornings, the public enjoyed Sunday afternoon hours funded through private donations. Library staff worked diligently to meet the demands of the continued high usage despite vacan-

cies in several departments.

Accomplishments

Strategic Plan

Library administration and staff continued to strive to implement the goals that were identified in the long-range plan for FY2011-2013. Many of the accomplishments of 2011 were a direct result of this plan. The Library is very proud that it maintained a high quality of services to the public despite staffing shortages in the Adult Services, Children's, Fox Branch, and Administrative departments for the first half of the year due to a freeze on hiring.

Programming and Collections

- Implemented a very successful series of programs targeted to adults age 50+ with a grant from the Institute of Museum and Library Services.
- Offered a very popular summer reading program for all ages and a Community Read series in the fall.
- Continued to provide a wide variety of creative children's programs with funding from the Anne Russell Fund.
- Initiated a very popular Independent Film Series.
- Co-sponsored with the Garden Club another sold-out Books in Bloom fundraiser.
- Instituted a collection of early readers for children just learning to read with a grant from the Arlington Rotary Club.
- Provided books and audiovisual materials, art prints, databases, computer equipment, museum passes, and programs for the Robbins and Fox Libraries with funding from the library trust funds and Friends of the Robbins Library.



Books in Bloom Reception

Marketing

- Developed a marketing plan to better inform the public about library services.
- Continued to utilize social media to promote library programs and services.

Use of Emerging Technologies

- Engaged in a successful web development project that gives the library user a focused website with professional standard design, usability, and technical specifications including a separate mobile site.
- Initiated i-chat reference service that gives the librarians an additional way to serve the public remotely and provide excellent customer service in real time.
- Installed a BookScan Station for scanning books and documents that can be saved to a USB drive or to email as an attachment.
- Other technological services included the installation of a new Comcast circuit through the Minuteman Library Network that improved capacity and internet speed for public computer users at the Main and Fox branch libraries, the addition of both wireless internet service and a public catalog station at the Fox branch.
- Handled the re-barcoding of thousands of materials for streamlined processing through the state-wide delivery system.

Awards

Received an Honorable Mention in the Massachusetts Library Association Public Relations Contest for Books in Bloom.

Hours

Initiated Friday hours at the Fox Branch Library with funding from the Friends of Fox. Continued Sunday openings with private funds raised by the Board of Library Trustees and the Friends of the Robbins Library for the fourth year in a row.

Services for Adults

Adults and young adults of middle and high school age utilized the services provided by the librarians in the Adult Services Department for school, work and personal life. The Library continued to staff the Reference Desk whenever the Library was open to the public and tried to provide two librarians whenever possible during busy hours. Fifty-five online databases were provided by municipal funding, the Minuteman Library Network, the Massachusetts Board of Library Commissioners and the Metrowest Regional Library System. The databases reflected a wide variety of subject areas including biography, literature, business, careers, consumerism,

downloadable audio, exam and test preparation, genealogy, health, history, language learning, local history, newspapers, politics, and scholarly journals. With the public workstations in almost constant use, the staff assisted patrons in the use of the Internet, electronic databases, and with computer troubleshooting. The Library recorded 206,706 visits to its website, an increase of 18% from last year and 35% over 2009.

Among the many monthly book and audiovisual displays that staff created to highlight the collections were the very popular foreign films display, New Year-New You, business, Shakespeare's birthday, Animee and Manga, summer reading, Dennis Lehane, New Orleans, Steve Jobs, British TV Shows, Classic Literature on Playaways, holiday cooking, and Christmas movies. Again the Library sponsored a summer reading program for adult and young adults with a raffle for gift certificates funded by the Friends of the Library. Many local organizations also took advantage of the Library's exhibit space in the lobby to publicize their organizations and to present informational displays.

The ever-popular Speed Read collection provided the opportunity to browse this small collection of new and popular materials for which there was a significant demand. The Library continued its efforts to assist English Language Learners by increasing that collection and offering a quarterly English Language Learners newsletter.

A new and innovative series of programs entitled "Plugged In" provided active adults aged 50+ with the opportunity to remain active, enriched and connected in the next phase of life. These programs included possibilities and challenges of life after 50, library's online databases, affording retirement, wellness, career transitions, creativity, concert, networking, movie night, singing, resumes and interviewing, active wisdom and holiday technology gift guide. The series was funded with a federal grant from the Institute of Museum and Library Services administered by the Massachusetts Board of Library Commissioners.



Drumming workshop for adults

Arlington residents enthusiastically participated in the ninth annual Arlington Reads Together program that promoted closer ties among community members through reading Zeitoun. The book is the true story of a Muslim family's heroic struggle against the forces of nature and racism in the days following Hurricane Katrina in New Orleans. A variety of programs included book discussions, a conversation with an American Muslim woman, New Orleans family festival, documentary film on the aftermath of Hurricane Katrina, and a food drive for the Arlington Food Pantry. The Community Read project was sponsored by the Board of Library Trustees, Friends of the Library, and the Diversity Task Group of Vision 2020.



Community Reads New Orleans Festival

Two author programs were enthusiastically received. In the spring three Arlington authors celebrated the publication of their new books with readings and commentary: Gary Braver (Gary Goshgarian), Emily Fox-Kales and Elif Armbruster. In October a large crowd at Town Hall was entertained by the popular and the nationally recognized novelist Dennis Lehane who read from his not yet published thriller and answered questions from the audience.

The Community Room and Conference Room were used by approximately 100 local organizations for a total of 997 meetings. In addition, the two study rooms were in constant demand by students and tutors and the Local History Room received heavy usage by researchers with Independent Research Cards. The Reading Room was also the site of several exhibits including a photographic history of Elizabeth Island prepared by Richard Duffy and the Arlington Historical Society. Several citizens also rented the Reading Room for private functions when the library was closed.

Services to Young Adults

Young adults in grades six through twelve continued to make use of the facility and services. The Reference Desk staff assisted students with class assignments

and bibliographic instruction and offered orientations to classes from the Ottoson Middle School. Teens continued to make use of the young adult area, enjoyed the teen blog and Facebook page and borrowed items from the book, books on CD, and Playaway collections. Young adults participated in the programs planned by Library staff and the Young Adult Advisory Committee including writing workshops, anti-Valentine's Day party, Teen Gap Year Fair, gaming, crocheting, martial arts, introduction to writing scripts for screen, cinematography, interviewing seniors for oral histories, scrabble tournament, bookmaking, summer job training, interviewing skills, songwriting, leading a crafts workshop for children, and assistance with the children's book sale. A notable highlight was the Give Me Five program where innovators in the fields of technology and science presented an interactive workshop for teens on thinking creatively and problem solving. Teenagers participated in the summer reading program and had the opportunity to win raffle prizes funded by trust funds, Friends of the Robbins Library and local businesses. Multiple copies of titles on the middle and high school summer reading lists were available for students.

Services for Children

Children from infancy to fifth grade enjoyed the materials and programs offered by the Children's Department. Materials included books, magazines, books on tape, music and spoken word on CD, Playaways, DVDs and videocassettes, CD-ROMs, puppets, and educational toys. Children and parents participated in 331 activities at the Robbins and Fox Libraries including storytimes in English and Spanish languages, sing-alongs for infants and toddlers, celebration of National poetry month, craft times, craft fair with the Recreation Department, toddler programs, workshops, and various performances. A highlight of the year was the 3rd annual Scrabble Tournament that matched the vocabulary skills of elementary and middle school aged children. Approximately 1,000 children participated in the summer reading program with a theme of Puzzles Games and More. Funding from the trust funds, Friends of the Library, and local businesses enabled children who participated to choose a free book to keep and to win small prizes. The children's librarians offered assistance to children, parents, and teachers in researching homework assignments and for general use of the book collection and the Internet. The public continued to request the very popular graded and subject booklists that are updated and created annually by Library staff. The Library continued to prepare Quick Pick boxes with thematic picture books to assist parents who do not have time to browse the shelves. The Head of Children's Services partnered with the Arlington Rotary Club and reading specialists in the schools to provide easy reader materials for beginning readers.

The public and school Libraries continued their cooperative efforts, although the ongoing lack of elementary school librarians continues to negatively impact this partnership. The public Library maintained collaboration with the schools through letters to teachers, attendance at elementary school faculty meetings, assignment support for teachers and students, extended loan periods for teachers, Library tours, and preparation of curriculum kits. The children's librarians presented book talks in the schools and instruction for classes at the Library as well as preparing the summer reading list titles for the elementary schools. Staff worked with the reading specialists at the schools to support at risk readers in the summer, presented a mini-class for early education students at Arlington High School and instructed library aides in the elementary schools on weeding procedures.

Russell Fund

The Library is very fortunate to have the Anne A. Russell Children's Educational and Cultural Enrichment Fund, which sponsors many special programs for children that could not be afforded through the municipal budget. In 2011 these included: chess for children and parents, Skype to Tanzania, Positive Parenting, crafts, several concerts including the Arlington Philharmonic, Hamstead Players rendition of Alice in Wonderland, Japanese Cherry Blossom Festival, parent/child Yoga, Kidstock performance, Dream Tale Puppets, Triveni Dance Troupe, KNEX, Lever Arts, Kidasso and creative movement classes for infants and caregivers. Over 800 children and adults attended three concerts on the grounds of the Library during the summer. The Russell Fund also finances the very popular infant-toddler sing-alongs. The fund continued to provide kindergarten packets to children to introduce them to the Library and baby bundle packets to new parents with information on library services for infants and toddlers. The Library held several sessions of a Baby Brunch to welcome parents and infants to the Robbins and Fox Libraries.



Family Reading at Fox Library

Edith Fox Library and Community Center

Children and adults in East Arlington continued to enjoy branch library services on Tuesdays, Wednesdays, and Thursdays throughout the year. Beginning in October the library opened on Fridays with funding from the Friends of Fox. Children and parents enjoyed story times, sing-a-longs, craft programs, drop-in play, a Chinese New Year party, Baby Brunch, mask making, science mind-challenge, poetry, parenting workshops, movie night, Spanish story times, drumming, reviews of children's books, performance of Little Red Riding Hood, origami, tanagrams, Japanese storytelling, birds of prey, magic art and scanimation, dance party, Friday Mural Celebration, Marc Brown birthday party, workshop on how to read to infants, storycrafts, puppet show, CTW video game design and the summer reading program. Elementary and nursery schools brought classes to the Library for stories and instruction. All ages enjoyed the monthly book displays that highlighted the collection and exhibits from community groups and the schools. The branch staff is to be commended for their efforts to maintain operations without a branch head the first half of the year due to a freeze on filling vacancies. Several new bookcases were purchased with funding from the Friends of Fox Library.

Behind the Scenes

Library staff worked diligently to offer quality services to the community. The number of items borrowed from, and loaned to, other libraries continued to increase. Despite the fact that the public can request items electronically, the staff must still locate the materials and process them for loan and return. The Adult Services, Children's, Fox Branch and Technical Services Departments selected, ordered, cataloged, and processed 18,276 new items including books, magazines, music compact discs, books on CD, DVDs, CD-ROMs, puppets, and educational toys.

The Circulation Department checked out and returned 641,994 items to the shelves, coordinated the volunteer program, relabeled the paperback collection, maintained the books in good order on the shelves and shifted collections, updated the periodical list, checked shelves for missing items, and continued to work on special projects to automate the serials check-in and to add duplicate barcodes to the front cover of all materials to participate in the state-wide automated delivery system. The Library collected \$55,127 in overdue fines and lost book money that was returned to the general Town fund.

The Adult Services Department continued to order various tax forms and serve as a distribution center to assist patrons in filing their state and federal income taxes. This department also selected, weeded and updated the adult and teen collections, performed preservation work on fragile materials, prepared various

handouts of book and DVD holdings, created a staff favorites booklist, prepared a list of described films for the visually impaired, updated the Business Resources brochure, selected new materials for the Chinese Language collection, evaluated and selected new databases, processed archival photographs, coordinated the adult summer reading program, maintained the list of large print books owned, ordered multiple copies of books for the monthly book discussion club, responded to local history questions of which many were from out-of-state patrons, and created booklists and displays.

The Library continued its efforts to meet patron demands for new audiovisual materials including DVDs, music CDs, and books on cassette and CD. The library also subscribed to the Overdrive Advantage program to provide additional e-books for Arlington residents. The Friends DVD rental collection continued to prove very successful and the proceeds from the rentals will allow for the further expansion of the collection.

The Children's Services Department selected, weeded and updated the children's collections, offered story times, planned and publicized all programs, prepared the monthly children's newsletter, created new and updated graded and subject booklists, initiated book bags for book clubs, continued the quick pick bags for parents and relocated several collections for better access.

The Technical Services Department processed all new materials, updated the records in the automated catalog, maintained selector accounts, relabeled the paperback collection and processed books that need rebinding.

Library administration coordinated several special projects: implementation of the second year of the new long range plan for library services for FY2011-FY2013, consolidation of the Assistant Director and Head Adult Services positions, coordination of the Community Read, implementation of a federally funded grant to improve services to adults in the 50-70 year age range, scheduling of private functions in the Reading Room to raise additional revenue, completion of the moisture proofing of the basement periodical storage room, acknowledgement of donors to the annual and Sunday fundraising appeal, and scheduling the meeting rooms. The Town applied for a waiver of the municipal appropriation requirement because the FY2011 Library budget did not meet state standards for certification and state aid. This state grant in the amount of \$42,993 is used for participation in the Minuteman Library Network and to purchase Library materials.

Technology investments in 2011 were again focused on supporting and extending customer services such as developing a new user focused website, initiation of i-chat reference service, installation of a book and document scanning station, installation of a new Comcast circuit through the Minuteman Library Network

for improved Internet speed, effective air-conditioning for the computer room, and the addition of wireless Internet service at the Fox. The library continued to support touch screens and e-commerce capability at both self check stations that allows library members to make electronic payments in-library. Additional netbooks were added for a second year to meet a growing demand for wireless Internet usage.

Outreach efforts included participation in an Eco-fest fair at Town Hall, presentation to the Senior Center on low vision, research of historical photographs for another Town department, partnership with the Board of Health and Recreation Department for Turn Off the TV Week and participation in the state-wide Snapshot Day at the library. Marketing efforts included the development of a new website and the use of social media including Facebook, Twitter, and email newsletters to keep the public aware of services that are available.



Board of Trustees (L-R)

*Seated - Francis Murphy, Joyce Radochia
Standing - Brigid Kennedy-Pfister, Heather Calvin,
Katharine Fennelly, and Barbara Muldoon*

Board of Trustees

The seven-member Board of Trustees continued its commitment to administer the trust funds for the optimum benefit of the community, raise private funds to augment the municipal budget, and advocate for adequate staffing and delivery of essential Library services. Several Board members continued to serve on a Town-wide advisory committee to develop a policy for all Town trust funds. The Board approved funding in FY2011 for materials for the adult, children's, young adult, and Fox Branch collections. These included reference and circulating books, books on CD, music CDs, non-fictions DVDs, playaways, foreign language literature, language learning, local history, and art prints. Other services funded included the summer reading programs, activities for children, Community Read, author program, public relations, volunteer appreciation, and staff deve-

lopment. The Trustees also instituted a very popular monthly independent film series. The Board conducted a mail solicitation of individuals and businesses to raise funds for the collections and took steps to create a library foundation in 2012. It also raised private funds in conjunction with the Friends of the Library for Sunday openings from September 2011 to May 2012 and will continue this endeavor next year. Board members participated in Town Day by staffing a table providing information on Library activities and resources.



Town Day Booth, 2011

Friends of the Library

The Friends of the Robbins Library, with a membership of 450, continues to assist the Robbins and Fox Branch libraries with programming, fundraising, and advocacy efforts. This vital support group raises supplemental funds for materials and equipment not provided through the municipal budget including travel and gardening books, Chinese books and Chinese DVDs, audiobooks, music CDs, language learning audiobooks, Playaways, children's materials, online databases, shelving for the teen area, and mini-laptop computers for use within the library. They also sponsor the family museum pass program and provide books and small prizes for the adult, teen and children's summer reading programs. The Friends hosted a wide variety of programs including: genealogy, Colonial era music with Diane Taraz, antique appraisal with Skinner's, jazz band concert, and Irish heritage. The Friends co-sponsored the very successful Books in Bloom event with the Arlington Garden Club. The annual Children's/Young Adult book sale, co-sponsored by the Russell Fund, with able assistance from members of the Library's Youth Advisory Board, helped raise needed funds. As part of the Town Day celebration in September book lovers flocked to annual book sale. Many visitors also regularly peruse and make purchases from the ongoing book sale on the fourth floor of the Library. The rental DVD collection continues to draw many users to the convenient loca-

tion on the first floor. The library is very appreciative of the efforts of the Friends Board of Directors and part-time coordinator who plan many activities in support of the library.



Town Day Book Sale

Acknowledgments

Staff Resignations

Nancy Gentile who worked for the library for twenty-five years as both Head of Adult Services and Adult Services Librarian left in March to assume a Branch Librarian position at the Framingham Public Library.

Jennifer DeRemer who served the library for over 27 years as Adult Services Librarian and Head of Adult Services retired in June.

Both librarians will be missed for their dedication, creativity, enthusiasm, and commitment to quality customer service.

Donations

In FY2011 residents, businesses, and organizations donated over \$59,000 for general purposes, materials, and opening of the Robbins Library on Sundays. The Library acknowledges with appreciation these gifts which allow for the purchase of books and audiovisual materials, which would be unaffordable through the municipal budget alone. As in previous years the programs and services of the Anne A. Russell Educational and Cultural Enrichment Fund have enriched the community. The Library is also grateful to Arlington resident Richard Duffy who continues to donate the profits from the sale of his book, *Arlington Then and Now*, to the Library.

The Friends of the Library donated over \$65,000 to the Robbins and Fox Libraries for programs, membership to fifteen museums, library materials, website design, Community Read, equipment, shelving, and raffle prizes for summer reading program.

The library is grateful to the Friends of Fox Library and the volunteers at the Little Fox Children's Clothing store for funding the personnel costs of both a partial

day and all day Friday at the Fox Library and for children's programs and shelving.

Volunteers

Again this year the Library system benefited from the work of dedicated volunteers. The Library staff is grateful for the contributions made by volunteers who donated over 3,400 hours assisting with many aspects of Library operations. Beverly Brinkerhoff and Page Lindsay gave significant hours to operate the important homebound delivery program. Also deserving of special note is Anne Honeycutt who has facilitated the popular book discussion group for more than a decade. Liz Eagan, Richard McElroy, Ave Rangone, Dinesh Gupta, and Nancy Ashley maintained the ongoing Friends of the Library book sale on the fourth floor.

Volunteers assisting at the Robbins Library in a variety of capacities were: Glen Barnes, Susanne Blair, Bill Bradley, Susan Campbell, Sandra Canzanelli, Janet Casey, Duane Crabtree, Noreen Cronin, Ginny Gardner, Kim Haase, Carol Hoover, Ann Honeycutt, Michelle John, Vivian Juusola, Ben Kleiman, Maxim Litvinov, Mary Lynch, Janet MacMillan, Cynthia McGinty, Brad McKenna, Anne Macchi, Barbara Middleton, Debbie Minns, Kristen Oleson, Marjorie Willis, and Christine Wiseman. The Library is grateful for the work of participants in the Town's Senior Citizen Community Service Reimbursement Program.

The Fox Library is grateful to volunteers Debbie Hayes and Joanne Burns for their efforts.

The Library also acknowledges the efforts of the following students, many of whom volunteered at the Library to fulfill their community service requirements for high school: Olivia Ambo, Suchana Chauhgain, Jasmina Coggins, Amy Curral, Kendra Davie, Grace Gutierrez, Sara Gutierrez, Anne Higgins, Corie Mikita, Mary Morrison, Elizabeth Scannell, Natasha Singh, Edie Voges, and Aidan Wilcox.

Special recognition is given to volunteers Joanne Burns, Susanne Dorson, and Amy Weitzman who started the Little Fox Children's Shop at the Fox Library and who are assisted by their many volunteers.

Library administration and Trustees are very grateful to the Friends of the Robbins Library Board members for all their support: Nancy Ashley, Andy Ananthakrishnan, Susi Barbarossa, Andrew Fischer, John Gearin, Amy McElroy (Coordinator), Sally Naish, Judi Paradis, Skye Stewart, Wendy Watson, and Timothy Wilson.

The Library is also appreciative to the many volunteers assisting with the Town Day and Youth book sale.

Future Goals

In 2012 the Library intends to continue its commitment to implementing the goals identified in the strategic plan. Among the goals to be achieved are:

Hours

- Explore means to expand Library hours to offer Saturday hours during the summer.
- Continue efforts to reinstate Thursday morning hours through increased municipal funding.

Programs

- Continue to offer programs for children, teens, and adults that reflect their needs, interests, and expectations.
- Secure funding for the Plugged In series that offers programs targeted at adults over 50 years old.
- Establish programming for adults in their 20s and 30s.

Collections

- Evaluate existing procedures for the selection, ordering and processing of items for the Library collection to ensure efficiency.
- Create a strategy and explore funding sources to increase access to digital content (eBooks and downloadable audio books).

Facility

- Conduct a space allocation study to examine needed changes to first floor configuration to improve the layout of collections and services with specific attention to public computer use, Reference Desk, Reading Room, and Teen area.
- Create a more welcoming, useful and aesthetically pleasing library space by reviewing the need for replacement of upholstered chairs and lighting improvements throughout the Library.
- Improve the ventilation, plumbing and the physical appearance of the first floor restrooms.

Emerging Technologies

- Move forward with innovative, high value computer/electronic services utilizing effective technologies to improve staff productivity and customer service.
- Provide training for the public on use of self-checkout stations.
- Review user services and explore new methods and technologies to improve speed and convenience (e.g. mobile service staff).
- Investigate the possibility of offering SMS (text) reference service.
- Improve our services to current and potential eBook users by offering classes that demonstrate to patrons how to download library eBooks to their portable devices and by providing resources that clearly explain to patrons how to use our eBooks collection.
- Explore potential digitization projects including the local history collection.
- Develop a plan for the implementation of RFID technology in FY2016.

Marketing and Partnerships

- Expand efforts to form partnerships with community organizations and businesses.
- Continue to implement strategies including social media to market library resources and services.

Funding/Fundraising

- Work with the recently established Robbins Library Foundation.
- Continue to work with the Friends of Fox to secure private funding to supplement the municipal budget.
- Continue efforts to meet the state municipal appropriation requirement to avoid potential loss of state certification and the denial of borrowing and interlibrary loan privileges at local libraries.

CULTURAL AND HISTORICAL ACTIVITIES

ARLINGTON CULTURAL COUNCIL

The Arlington Cultural Council (ACC) is a local council of the Massachusetts Cultural Council (MCC), a state agency, consisting of resident volunteers appointed by the Arlington Board of Selectmen for three-year terms. Council members, who may serve for as many as two consecutive terms, are charged with the responsibility of supporting and encouraging the arts, humanities, and interpretive sciences in Arlington, primarily through the annual distribution of state allocated funds to applicants through a competitive grant process.

Though much of its business is related to grant cycle activities, occurring September through December, the Council is active year-round. The ACC generally meets on the second Monday of each month at the Robbins Library. All meetings are announced in advance and are open to the general public.

On April 11 the ACC honored the 2011 Grant Recipients at a Town Hall reception with refreshments, art displays, and speakers. About forty guests, including grant recipients and Arlington residents, gathered for the reception. Margaret Barrett gave a welcome and introduced Senator Ken Donnelley who said a few words about the importance of arts and culture programming in Arlington. Rep. William Brownsberger and Rep Jay Kaufman also attended. Kylie Sullivan (representing MCC) and Rep Kaufman presented the MCC Goldstar award to Arlington resident, Betsy Schramm. Clarissa Rowe introduced all 2011 recipients and provided a brief description of their respective projects. A photograph was taken of all 2011 recipients present.



2011 ACC Grant Recipients

In September the ACC participated in the annual Town Day celebration, offering a community art project at its booth. The ACC did a "Roll with Art" program that used balls and paint on canvas to create collaborative artworks. The ACC also uses its Town Day booth to distribute current grant applications and guidelines, and provide information about upcoming arts events.

The ACC offered a free Grant-writing Workshop on

September 21 for anyone planning to apply for funds by the application deadline of October 15. At the workshop ACC members offered attendees assistance with the grant application process. Following the application deadline, applicants were invited to a public session on November 2 that provided an opportunity for them to elaborate on their projects. In the fall, the ACC held a day-long deliberation meeting to decide which applications would be funded. Applicants not receiving funds were notified by November 30, those receiving funds are notified in January 2012 (as directed by the MCC).

During October, a total of sixteen grant applications were submitted to the ACC from schools, individual artists, and cultural groups. Requests for funds totaled \$15,469. Funds available for allocation by the ACC totaled \$11,505. Proposals were received from residents of Arlington as well as other towns and cities in Massachusetts. Deliberations held on November 13 resulted in fourteen grants being awarded by the ACC:

- Zen Garden, Arlington Enrichment Collaborative, \$600
- Mexican Music and Dance, Veronica Robles, \$600
- Barrymore, Richard Clark, \$375
- Friday Night Teen Art Program at ACA, Karen Dillon, \$1200
- New England String Quartet, Betsy Schramm and Pasquale Tassone, \$2,686
- Rain Garden Signage, Charlotte Milan, \$1500
- Old Schwamb Mill Visits for Ottoson students, \$600
- Cantilena CD Recording, \$500
- Writing it Down, Center for Cancer Support and Education, \$350
- "Garden Under the Oak," Chris Kolb, \$250
- Arlington Windows Project, Adria Arch, \$1600
- "Meet Julia Child," Delvena Theater Company, \$395
- Jam 'n Java Open Mic, Mark Sandman, \$349
- Just a Minute Video Festival, Don Daniel, \$500
- The ACC is pleased to report that a variety of cultural events occurred in Arlington during the year that were funded by, or in part by, the ACC. These included theater programs, school-funded field trips, foreign language programs, an environmental-themed art exhibit, a drumming program at Ottoson, a master class at the high school, a Japanese theater performance, and many others.

Plans for 2012 include the annual Grantee Reception at Town Hall in May, a community input meeting in accordance with MCC Guidelines due every three years, Town Day booth in September, and the 2013 Grant Cycle, applications are due on October 15, 2012.

CULTURAL AND HISTORICAL ACTIVITIES

ARLINGTON HISTORICAL COMMISSION

The Arlington Historical Commission (AHC) was established in 1970 to preserve and protect significant buildings within the Town that constitute or reflect distinctive features of the architectural, cultural, political, economic, or social history of the Town. This work is described in the By-Laws of the Town of Arlington, Title VI, Article 6. To accomplish these goals, the Commission maintains an Inventory of Historically and/or Architecturally Significant Properties and administers the demolition delay bylaw through formal public hearings and informal meetings with owners of inventoried properties. The Commission is an advocate for historic preservation in Arlington. The AHC schedules meetings on the first Tuesday of the month when there is official business at the Whittemore-Robbins House and all meetings are open to the public.

Hearings and Property Monitoring

The Commission conducted formal hearings on three inventoried properties in 2011: 78 Jason St., 57-59 Orvis Rd., and 76 Park St. In addition proposed changes to inventoried properties at 51 Claremont Ave., 82 Claremont Ave., 10 Davis Ave., and 252, 258-260 Massachusetts Avenue were reviewed by the Commission.

Oversight on the properties from 2005-11 hearings continued throughout the year. Monitored properties included the ones listed above plus 21 Appleton St., 3-5 Brattle St., 53 Brattle St., 6 Park St., 821 Massachusetts Ave., Jefferson Cutter House (1 Whittemore Park) and the former Symmes Hospital.

Town properties that have come before the Commission include the Jefferson Cutter House and the historic DPW garage (the former Arlington Gas Light Co).

Historic Markers

The Commission managed the historic house marker program for all Arlington properties on the Inventory. Each plaque displays the year the property was built and a historic house name, if any.

Website

The Commission continues to maintain and improve its own website that provides a copy of the Inventory of Historically and/or Architecturally Significant Properties and describes the process for hearings before the Commission as well as listing our publications and projects online at arlingtonhistoricalcommission.org.

Education and Outreach

Throughout the year, Commissioners participate in activities that educate and inform citizens about historic preservation. The AHC participated in Town Day with a booth.

Other Activities

The Commission continues to work with other Town agencies on the maintenance and restoration of the Whittemore-Robbins House and its outbuildings, including the Winfield Robbins Memorial Gardens, the Town Hall and its grounds, and the Jarvis House at 50 Pleasant Street.

Commissioners represented the Historical Commission on various municipal boards and historic organizations in Arlington, including the Historic District Commissions, Zoning Bylaw Review Committee, the Arlington Preservation Fund, the Arlington Historical Society, the Old Schwamb Mill and the new Tourism and Economic Development/Battle Road Scenic Byway Committee.

HISTORIC DISTRICT COMMISSION

The Historic Districts Act, M.G.L. Chapter 40C, was created to protect and preserve the historic resources of the Commonwealth through a local review system that encourages and ensures compatible improvement and development. Over 100 communities across the Commonwealth have enacted local historic districts to protect their historic resources and to ensure the preservation of the character of their community.

Arlington has seven established historic districts that include 351 properties that the community has recognized as unique resources worthy of protection. The seven districts and the dates they were established or most recently enlarged are: Avon Place, 1996; Broadway, 1991; Central Street, 1982; Jason/Gray, 1998; Mount Gilboa/Crescent Hill, 1991; Pleasant Street, 2006; and Russell, 1983.

The Arlington Historic District Commission (AHDC) is required by law to review the architectural appropriateness of most proposed exterior design changes, whether they be a minor alteration, new additions, or removal of trim or structures. The Commission consists of qualified volunteers appointed by the Board of Selectmen and always includes a property owner or resident of each District (if one is willing to serve), an architect, a real estate professional, and a representative from the Arlington Historical Society.

During 2011 the Commission met ten (10) times to hold hearings for property owners seeking approval for certificates for exterior work to be conducted on their homes. Part of the regular meetings included twelve (12) informal hearings held for property owners seeking advice or resource information for work to be conducted and twenty four (24) formal hearings. One meeting included Executive Session for the purpose of discussing potential litigation. As a result of those meetings, twenty two (22) Certificates of Appropriateness, and thirty one (31) Certificates of Non-Applicability to be undertaken were granted. One denial letter was issued.

During the year, the ongoing, multi-year development plans for 187 Lowell Street in the Mt. Gilboa/Crescent Hill District came to a satisfactory conclusion. From the late 19th century until recently, the Taylor House stood alone on that site, one of the largest remaining lots in Arlington, set well back from the street and surrounded by spacious grounds. Several years ago, a developer brought the property and put forward various proposals for development including the demolition of the existing house and the construction of a cul-de-sac providing access to as many as five new houses on the property. After much discussion, and under the implied threat of an even more intensive 40B development, the Commission approved the construction of two large structures to the right and left of the original house, which would be retained with a substantial rear addition.

Although the certificates were issued, the developer never went forward, and during 2011 new certificates were issued after the existing historical structure was sold, along with the vacant lot to the right, to a family interested in preserving the status quo on those sites and a new developer is proposed to build the smaller of the two previously approved new houses to the left of the historic house. Thus the Commission was able to fulfill its mandate of preserving essential aspects of the area while allowing some new development.

During the year the Commissioners worked on educating the public on the role of the Historic District Commission. The Town created new emails for contact with the Commission: ahdc@town.arlington.ma.us for general business with the Commissions and ahdcchair@town.arlington.ma.us for business with Chairman Steve Makowka. The mailing address was changed to: Arlington Historic District Commission, Attn: Carol Greeley, Executive Secretary, c/o Planning and Community Development, 730 Mass. Ave., Arlington MA 02476 and the contact phone is (781) 316-3265.

Commissioner Changes in 2011

Jodie L. Black was appointed as a Commissioner-at-Large and Jade Cummings was appointed as the representative from Central Street to replace the vacancy created by the prior resignation of Alex Frisch.

CYRUS E. DALLIN ART MUSEUM

The Cyrus E. Dallin Art Museum had a very successful year in 2011. Thanks to our supporters and volunteers, the museum has launched a new website and increased its annual visitation by twenty percent. Cyrus Edwin Dallin's sesquicentennial, beginning November 2011, is a unique opportunity to reach out both to the local community and to a broader audience about his artistic legacy, the historic context of his themes, and the relevance of his works today.

Activities

The art museum offered a "Sculpture Making" class to first through fourth graders on the first Saturday of February vacation. Children viewed pieces from the collection and learned basic hand building techniques to create their own clay sculpture to take home and paint. Teachers and kids had a lot of fun.

Student and adult guided tours were offered by docents throughout the year. Special consideration is always given to the interests of each group.

Arlington Community Media Inc. (ACMi) produced a segment on the museum that included a tour of the museum, the history of the Jefferson Cutter House, and Dallin's biography. Sculptures from each of the four galleries were highlighted and their significance presented in their historic context. The museum expects to continue to participate in ACMi's cultural and educational programming.

On November 22, the very day of Dallin's 150th birthday, museum trustees illustrated eight sculptures and described their history to the entire Cyrus E. Dallin Elementary School. Displays, sketches, and an armature all made by the children enhanced this unique assembly.

In celebration of the sesquicentennial, the museum is sponsoring the 2012 Student Art Contest. Its purpose is to recognize the artistic achievements of local students and to increase community involvement in the museum during this anniversary. The contest is open to students in grades six-eight in public, private, and home schools in Arlington. The art of Cyrus Dallin is intended to be inspirational to the contest's participants. Students whose artwork receives first, second, third place, or an Honorable Mention will receive awards during the opening reception. The juried exhibition will be installed at the Cutter Gallery of the Jefferson Cutter House between May 5 and May 26, 2012. For details and submission forms at www.dallin.org

Acquisitions

The museum received two button pins which have photos of Daisy Dallin and Adele Dallin Turnbaugh. Daisy is Cyrus' sister and Adele is the daughter of Victor, Cyrus' brother. John and Adele (Candy) Kish have donated these unique family items in memory of Candy's grandmother Adele Dallin Turnbaugh.

A necklace with the image of Sakajawea and Pomp has been donated by museum docent, Dottie Burt. The image is a reproduction of the United States coin sculpted by Glenna Goodacre in 2005.

Awards

Arlington Cultural Council grant recipients were honored at a reception in Town Hall. Doreen Stevens of the Arlington Historical Society and Sarah Burks and Aimee Taberner of the C.E. Dallin Art Museum are coop-

CULTURAL AND HISTORICAL ACTIVITIES

erating on a research project entitled Arlington's Cultural Renaissance which focuses on leading cultural personalities. Between 1900 and 1930 Arlington was a mecca for figures in the arts, humanities, and sciences. On June 24, 2012 a "Salon and Garden Party" will celebrate this book release.

Events

Spring and Fall Open Houses offered new comers and old friends the opportunity to tour the collection, see new acquisitions, and find ways to volunteer, from being a docent to helping with fundraising and programs. The November event launched the 150th calendar of events.

Art on the Green was held on Town Day on the lawn in front of the Dallin Art Museum/Jefferson Cutter House. The museum offered tours and a raffle to support the up and coming student art contest. As always artist/vendors displayed their fabulous wares: hand-painted scarves, quilts, sweaters, exotic and contemporary jewelry, small paintings, collages, graphic prints, photography, and photo-cards. Dick Haley Booksellers hosted several local authors for book signing. Howie Carr of WRKO promoted his latest, *Hitman*, a story about Johnny Martorano.

Resources

Many informative articles about Dallin and his sculpture appeared in local newspapers throughout the year. The Advocate ran the following stories: "Dallin's World, Iconic statue celebrates 100" about the Menotomy Indian Hunter, "Museum to celebrate Dallin's 150th birthday," and "Museum to celebrate Dallin's 150th birth-

day." The Globe featured these stories: "Just a little lower..." Boston's Museum of Fine Arts "Appeal to the Great Spirit," and "Portrait of an artist."

An article and slide presentation featuring a trip to Utah with Bob Dallins and the Tremblays is can be found on the museum website. Visit monuments in Salt Lake City, marvel at the sculptures of the Museum of Fine Art in Springfield, meet Director Dr. Vern Swanson and Curator Dr. Virgil Jacobsen as well as Cyrus' niece, Denice Dallin Wheeler.

Goals

In addition to hosting special events, lectures, and tours for this sesquicentennial, the goals for the next eighteen months are:

- Use a variety of media to publicize the Dallin 150th celebration.
- Publish Arlington's Cultural Renaissance in partnership with the Arlington Historical Society and funded in part by a grant from the Arlington Cultural Council.
- Redesign the central hall of the museum and make space for changing exhibits.
- Seek additional grant funding.
- Strengthen outreach and relationships with Arlington school children, donors, and friends.

The museum is open Wednesday through Sunday from noon to 4 p.m. Learn about museum programs by visiting www.dallin.org, sign up for email alerts, or friend the museum on Facebook. You can also call 781-641-0747.



Jefferson Cutter House, home of the Cyrus E. Dallin Art Museum

POLICE DEPARTMENT

Department Overview

During 2011 the Arlington Police Department (APD) continued to take on more challenges in an effort to meet the demands of the residents of Arlington. The Department will continue to evolve in 2012 to meet the changing needs of our community. We continue to improve community partnerships, intelligence led policing initiatives, and refining training to maximize the effectiveness of our organization, all the while continuing our commitment to ensure the safety of all members of our community. The Department operates under a community policing philosophy that encourages resident participation in solving problems of crime, fear of crime, and quality of life issues.

Organizationally, the Department is divided into operational and support functions. A Command staff of two captains assists Chief Frederick Ryan in strategic planning, budgeting, and operations. The captains administer the Community Services Division, the Support Services Division, and the Professional Standards/Accreditation Office.

The Community Services Division is responsible for Patrol operations. This Division is tasked with effectively deploying all uniformed patrol personnel, including the Patrol Division, Community Services officer, Traffic Unit, Canine Unit, Bicycle Unit, and Animal Control. The Patrol Division's primary responsibility is to provide quality uniformed law enforcement services to the community. Not only does the Patrol Division answer calls for service to the community but it also performs other specific assignments. These assignments include wide-ranging quality of life issues in Arlington. These proactive

assignments vary between enforcing traffic and parking laws, preserving the peace, protecting life and property, school safety, special event planning, and grants coordination. Through the Crime Analysis Unit, we continue to track crime trends and patterns in the community. This is now resulting in patrol officers being deployed to specific locations to maximize police resources.

The Support Services Division is responsible for supporting the Community Services Division as well as overseeing the administrative functions of the entire Police Department. The Division is responsible for the Criminal Investigation Bureau, training, new officer recruitment and hiring, information systems management, firearm/hackney licensing, police scheduling, departmental fleet, building maintenance, issuance of departmental records, and E-911 dispatch functions.

The Professional Standards/Accreditation Office is tasked with developing policies and procedures, working to maintain State Accreditation and Certification, investigating citizen complaints, and proactively addressing issues of professional standards and accountability within the Department.

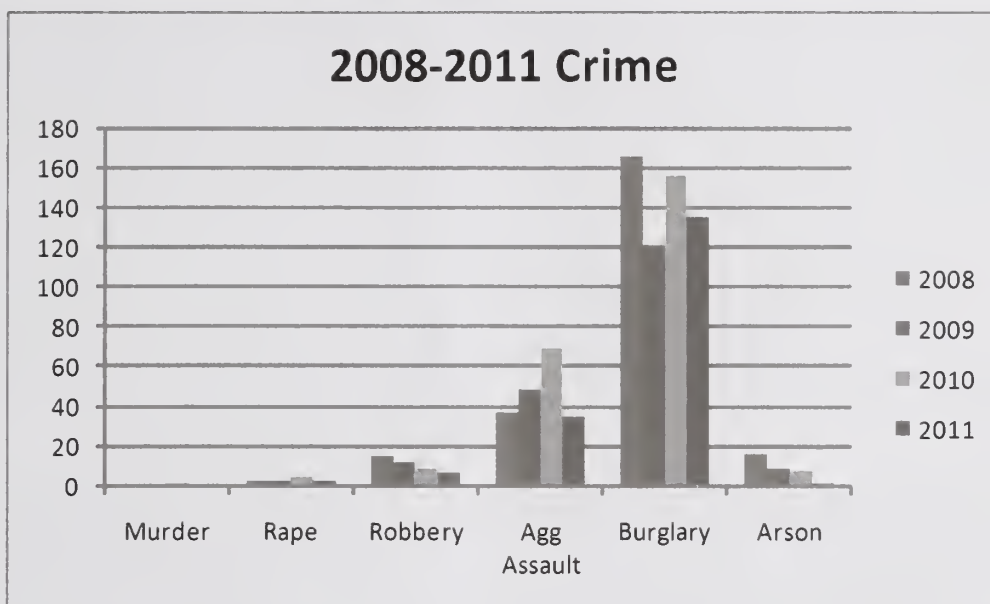
The Department remains dedicated to our strategic planning process with a focus on a continuance of analytical data to drive decision making as it relates to the development of valuable police resources. This strategic planning process brings together technological tools, management practices, real-time data analysis, problem solving, and intelligence-led policing that ultimately lead to results- crime reduction, a more efficiently- run police department, and modern and innovative policing.

As in all departments in Arlington, the APD is challenged to achieve our mission with extremely limited resources. The Department has historically been under funded and has been unable to proactively staff assignments to meet the needs of the community. As a result, it may necessitate a reassignment of, and probable reduction in, services provided by the Department. These reductions have already been realized in the Criminal Investigation Bureau, Traffic Unit and Patrol Division. These reductions will not deter the Department from its core mission of providing quality policing to the residents of Arlington.

Crime

The Department collects incident information using a system called the National Incident-Based Reporting System or NIBRS. NIBRS is an improvement on the summary based system known as the Uniform Crime Reporting Program, or UCR. Since 1930, the FBI has administered the UCR Program using statistics supplied by law enforcement agencies across the country. At the present time, the FBI is encouraging law enforcement agencies to transition to NIBRS, which provides a more accurate reflection of crime in a given community.





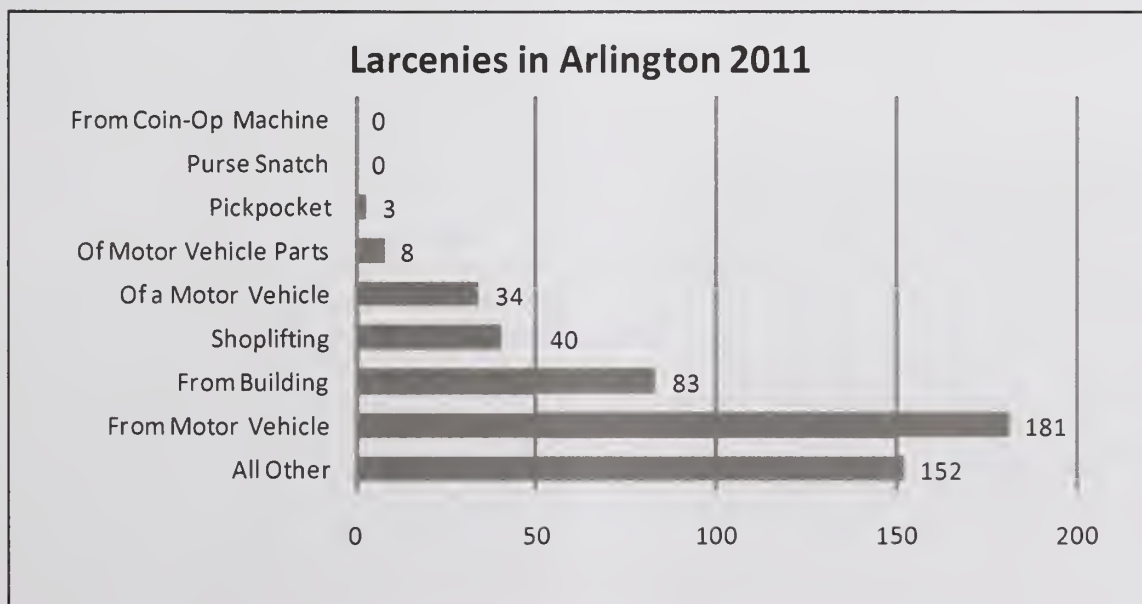
The above is a summary of Part "A" Crimes in Arlington in 2011. Part "A" Crimes are crimes designated by the Federal Bureau of Investigation (FBI) to be the most serious crimes affecting a community, they include: murder/manslaughter (and attempted murder), rape (and attempted rape), robbery, aggravated assault, burglary, larceny, arson, and motor vehicle theft. In 2011 there were a total of 682 Part "A" Crimes reported in Arlington, down 12% from 766 Part "A" Crimes in 2010.

There were no murders in Arlington in 2011. There were three reported rapes in 2011, which is two less than last year. Arlington had seven robberies in 2011, compared to nine in 2010. Of the seven robberies committed in 2011, suspects were armed in four incidents and unarmed in three incidents. Arlington experienced thirty-five aggravated assaults in 2011; twenty-six involved weapons and eleven involved domestic violence.

Of the incidents involving weapons, eight involved a cutting instrument, four involved a shod foot, three involved a gun, and three involved a motor vehicle. Arlington had 135 reported burglaries in 2011, twenty-one less than 2010. There were thirty-four motor vehicles stolen in 2011, which is thirteen more than 2010. There was one reported arson in 2011, seven less than reported in 2010. In 2011 there were 501 reported larcenies, which is a decrease of sixteen incidents from 2010.

Calls for Service

The APD logged 27,483 calls for service. Officers filed 3,638 incident reports as compared to 3,810 in 2010, a decrease of 172 reports (-3.3%). In 2011, 226 people were arrested, a decrease of sixty-seven. Fifteen people were taken into Protective Custody. Protective custody is a statute that allows police officers to



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take into custody a person who, due to ingestion of alcohol is incapacitated or a danger to himself or others. Although authority gives the police the option of taking a person to his residence or a treatment facility, the police station is often the most viable option. In 2011, 4,049 motor vehicle citations and 13,839 parking tickets were issued. The Department continues increased traffic and parking education and enforcement to meet the growing concerns of citizens. Traffic issues continue to be one of the greatest areas of complaints to the Department. Currently, the Traffic Unit is understaffed and with the increased demand in investigative and administrative functions of the Traffic Unit, overall productivity has decreased.

Calls for Service	2011	2010	2009	2008
Emergency Calls	27,483	26,732	25,268	27,004
Police Reports	3,638	3,810	3,510	3,516
Arrests	226	293	309	269
Protective Custody	15	22	35	39
Summons	192	181	205	230
Motor Vehicle Citations	4,049	3,567	3,369	4,487

Community Services

Patrol

The Community Services (Patrol) Division responded to 27,483 calls for service during 2011. The majority of calls involve services other than responding to crimes. For instance, the Department responded to a total of 957 burglar alarms (residential, business and municipal), 858 disturbance calls, 526 reports of suspicious activity, 307 traffic complaints and 457 animal control calls during 2011. The Community Service Division also investigated 445 reports of missing persons.

Traffic Unit

During 2011 the Arlington Police Department responded to 829 total crashes, that represents an overall 5% decrease from the 873 crashes responded to in 2010. Of that number, 142 were hit and runs (2% decrease), 80 were crashes with injuries (24% decrease), and 606 were crashes without injuries (>1% decrease).

The Traffic Unit also continues to have a member on the Transportation Advisory Committee (TAC) and works closely with other departments in Town to ensure that all safety initiatives recommended and adopted by the Board of Selectmen are implemented.

The Traffic Unit, although still hampered by having only one officer fully assigned for the year, continued to work throughout 2011 to provide a proactive traffic enforcement presence in Town. The Traffic Unit was able to secure federal grant money to add additional patrols throughout the year that targeted drunk drivers, aggres-

sive drivers and seatbelt violators. The Traffic Unit also secured a grant that provided funding to improve pedestrian safety. This money was used to pay for extra patrols at problem crosswalks, pedestrian decoy operations, and also pay for equipment for the TAC's pedestrian flag program. The program has pedestrians carry high-visibility flags as they cross the street to increase driver awareness. At the end of the year, The Traffic Unit represented the APD at an awards ceremony given by AAA of Southern New England. At this ceremony, the APD received an award for their ongoing pedestrian safety initiatives as well as going eight years without a pedestrian fatality.

Community Policing

The Arlington Police Department is committed to the philosophy of community policing. Community Policing is a philosophy that every officer in the Department embraces. The concept of partnering with the community to solve problems of crime, fear of crime, and quality of life issues has been institutionalized in the Department. During 2011 the Department continued to offer a number of community policing programs to the public, designed to provide residents with tools, information, and skills useful in solving those problems.

In 2008 the Department attained its strategic goal of advancing the Department's community policing philosophy by assigning a full-time police officer to the Community Services Unit, thus expanding and creating new programs in the community such as creating a Town-wide neighborhood network. The Department operates a police substation in Menotomy Manor which allows our Officers to better serve the community. In continuing with Town partnerships, the APD, Recreation Department, and Arlington Youth Health and Safety Coalition a project of Health and Human Services collaborated on the third annual summer camp for Arlington children in July; over 100 children from Arlington participated in the program. The camp was a fun filled week of courses consisting of fun field trips, safety classes, games, and educational seminars geared towards children ages 6-11. We are hopeful to receive in-kind donations to sustain this program for many years to come. Also, the Arlington Police Department teamed with the Middlesex County Sheriff's office in providing another free summer camp for Arlington children at the Sheriff's training academy in Billerica. Arlington Officers along with Deputy Sheriffs and camp counselors provided a fun-filled week of activities.

The summer saw the continuation of the Police Department's highly successful Youth Basketball League. Arlington Police officers volunteered their time to coach and mentor the youth in Town while providing them with a successful athletic program. Reaching out to the youth in Town has always been a goal of the Department's community policing efforts. The Department hopes that programs like this leave the youth with a positive image of police and a spirit of cooperation and friendship.

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The Department still operates its "Guardian Program," which is a collaborative effort between the Police Department, the Council on Aging, and the Housing Authority. The "Guardian Program" is an assurance program that offers subscribers daily well being phone calls. It is designed to accommodate elders, shut-ins, and those who require well being checks.

Unfortunately, with the continuing state budget cuts the community-policing grant has been eliminated for police agencies state wide and two of our most important community policing programs, were eliminated in 2011. The first program eliminated, RAD, which stands for Rape Aggression Defense. This was a free program offered exclusively to women that provides them with skills and self-assurance vital to surviving and escaping from physical attack. Also eliminated was the APD car seat installation program, which had conducted over 100 child passenger car seat installations in 2010.

Canine

In 2011 the Departments K9 Unit responded to over 80 calls for service. The K9 Unit consists of Officer Michael Hogan and K9 Dasty.

During the calendar year of 2011 the K9 Unit was responsible for 15 narcotic and evidence recovery incidents. These included locating a pipe used in an assault with intent to murder and locating a motor vehicle involved in a masked armed robbery with a handgun. The K9 Unit has made numerous drug finds this year in Arlington, Cambridge, Belmont, Everett, and Woburn. The Unit also assisted the Middlesex Drug Task Force, the Cambridge Police Narcotics Unit, the FBI Drug Task Force, and the Southern Middlesex Regional Drug Task Force. The K9 Unit was responsible for recovering the following narcotics and cash: Marijuana - 8.6 pounds, Cocaine - 10 grams, Heroin - 35.5 grams, and over \$11,500 in cash. In addition, the K9 Unit and other area K9 teams continue to fight the war on drugs in our school systems by conducting school locker searches.

One of the most rewarding parts of having K9 Dasty is being able to conduct K9 demonstrations for students in our school systems. During 2011 the K9 Unit conducted over 20 demonstrations, including Town Day and HRC Camp, where they were the highlight of the week.

In May of 2011 Dasty competed in The United States Police Canine Association Region #9 Drug Certification Competition. Out of 40 K9 teams, K9 Dasty finished in first place with a score of 198.67 out of a possible 200 points. The K9 Unit participates in NEMLEC RRT and SWAT, and they had a busy year responding to multiple NEMLEC call outs. They were involved in five separate calls for service involving firearms and were the first K9 team on scene during the shooting of a Woburn Police officer on 09/06/2011 where K9 Dasty and his handler assisted with the search for the armed sus-

pects. The K9 Unit was responsible for the apprehension of 12 felony suspects which resulted in no injuries to suspects or officers. They were also responsible for locating a suicidal female who took a bottle of over-the-counter pain medications and was reported to be near unconsciousness before she was located and transported to the hospital for treatment.

K9 Dasty will continue to train with Officer Hogan in the upcoming year to make sure that the K9 program has continued success in 2012.

Animal Control

The Animal Control Officer is responsible for enforcing the Town bylaws relative to animals. The officer is also responsible for inspecting and quarantining animals. The animal control officer responded to 649 animal complaints, a decrease of twenty-two incidents in 2010. The animal control officer also responded to 296 dead animal calls, 390 wildlife issues, impounded 15 dogs and returned 80 dogs to their rightful owner. The officer responded to forty-seven dog quarantines/bites, forty-nine cat quarantines/bites and also issued twenty-two citations for Town bylaw violations. The Town issued 1,701 dog licenses in 2011, an increase of 79 from 2010. The Officer is an active member of the Metro-West Animal Control Officer Consortium.

Support Services

In 2011 the Town completed the first phase of a multi-phase capital improvement program of the Community Safety Building. This phase of the project involved the reconstruction and waterproofing of the plaza between the Community Safety Building and the Cusack Building. This restoration has stopped water infiltration and will prevent future structural damage to the building, while providing a sound foundation for future improvements. As a result, the plaza has been transformed into a functional area which will be enjoyed by residents of the Cusack Building and citizens for years to come.

The APD licensing office processed and investigated over 300 firearms applications and renewals and



Community Safety Building Plaza

60 hackney licenses.

The Department partnered with the Middlesex County Sheriff's Office to provide officers with state of the art firearms and simulation training through real-life training exercises. Additionally, several Arlington Police Officers received specialized training in Crime Scene Investigations, Arson, Sexual Assault, and Leadership Development.

Criminal Investigation Bureau

The Arlington Detective Bureau continued to have success in 2011. The year started with an attempted murder that occurred during the early morning hours of January 28. A victim had been stabbed several times behind the Sons of Italy. An intense investigation resulted in the arrest of the suspect.

A concerted effort by our Detective Bureau as well as the entire Police Department, Town Council, and the Suburban Middlesex County Drug Task Force, led to the shutdown of 87 Warren Street. The business owner was running an illegal and unlicensed pawnshop at this address. As a result of a search warrant, five grams of heroin was seized and all property was confiscated. Many of these items were later determined to be stolen.

Arlington Police Detectives continued their partnership with the Suburban Middlesex County Drug Task Force. The Task Force is a collaborative effort of several area police departments, who join together to fight crime in their communities. The participating agencies include Arlington, Lexington, Belmont, Waltham, Watertown, Newton, Weston, and Lincoln. To date, the Task Force has successfully prosecuted hundreds of drug cases and has successfully forfeited the assets of many drug dealers. Working with our Detectives, the Drug Task Force made a large seizure of marijuana from 47 Cleveland Street in Arlington. 168 Plants and 46 pounds of marijuana were seized from the residence. One arrest for Cultivation of Marijuana was made.

Our Detectives continue to participate in monthly regional NEMLEC meetings and in 2011 a Detective was assigned to the NEMLEC Cyber Crime Unit in Medford. This officer gained great experience and was involved in several high profile cases involving possession of child pornography.

In August our Detectives coordinated another high profile investigation involving the sexual assault of a minor. The suspect operated a Karate Studio in Town. Our Detectives coordinated the arrest of the suspect in Lexington. They then executed two search warrants and elicited a full confession for the suspect.

The Department's Family Services Unit has worked with the District Attorney's Office and the communities of Cambridge and Belmont to implement the Cambridge, Arlington, and Belmont, regional domestic violence High Risk Assessment and Response Team (CAB HART). The CAB HART team has been very successful in en-

suring victim safety and has identified over sixty high-risk cases this year, eighteen in Arlington. The Team's goal is to prevent domestic violence homicides and to hold offenders accountable. Additionally, the Family Services unit continues to work closely with the local First Step Domestic Violence support group program and also handles the Sex Offender Registry Information for the APD, which involves Community Notifications when a high-risk sex offender moves to Arlington, as well as periodic audits of sex offenders living in our community. In October of 2011 our Family Services Officer coordinated our participation in the National Family Violence Apprehension Detail. It is a nationwide sweep to try and locate and arrest individual wanted for any type of family violence crime.

The School Resource Officer Program is in its sixth year and continues to be a tremendous success. The School Resource Officer (SRO) has built up an excellent relationship with the High School Administration, teachers, and students. In 2011 the SRO remained very active in the NEMLEC School Threat Assessment and Response System (STARS) program and participated as a team leader. The SRO was also instrumental in the successful implementation of the Diversion Program, a program that allows an alternative to the traditional criminal justice system to youthful offenders. As our first SRO was promoted to Sergeant in 2011, a new Officer has been appointed to this position. We expect to continue the success of the SRO program.

Records

The Records Room processes all requests for public records and police reports.

Record Requests	2011	2010	2009	2008
Calls	27,483	26,767	25,268	27,004
Arrests	226	293	309	242
Citations	4,049	3,509	3,375	4,439
Parking	13,839	12,720	14,065	14,477
Accidents	677	676	592	617
Hackney	60	49	64	49

Grant Funding

In 2010 The Edinburg Center in partnership with the APD was awarded a grant from the Massachusetts Department of Mental Health (MDMH). This grant supported a newly developed mental health program in Arlington. In November the Department appointed its first ever-clinical position. The goal of the program is to divert individuals with mental illness, substance abuse, or developmental disabilities from the criminal justice system to appropriate treatment options. The program model was collaboratively developed by members of

the Arlington Police Department, The Edinburg Center, the Health and Human Services Department, and other stakeholders in the community.

The DMH grant and the Edinburg Center cover all costs associated with this program including the Clinical Responder's salary and benefits. The goal of the program is to provide mental health and substance abuse services as alternatives to arrest. The Clinical Responder accompanies police officers on calls for service and provides an immediate evaluation on scene, in cases of non-violent or misdemeanor offenses. In addition to immediate intervention, the clinician provides follow-up contact with individuals in an effort to focus on prevention and reduce future repeat calls. Successful engagement in treatment is the key to breaking the cycle of revolving-door police contact for residents with mental health problems in Arlington.

The Arlington Police Jail Diversion Program (JDP) clinician averages 35 contact calls per month.

In addition to co-responding with the police on crisis calls, the clinician does follow-up work with community treatments providers, hospitals, schools, families, DCF, DMH, and other essential persons and agencies involved in a person's care. Linkages to treatment and communication are an essential parts of the JDP program.

In June of 2011 the APD clinician joined with the Arlington Health Department and created a Hoarding Response Team. The Department of Mental Health offered a small grant to get some training to tackle a local problem. We were able to train the entire Fire Department and Police Department (all first responders) to use the HOMES assessment tool and when, and how, to make a referral to the Hoarding Response Team. The Hoarding Response Team has worked with 18 cases to date. The clinician and a health inspector go to a home that is referred and meet with the homeowner. While the health inspector checks the property for health and safety violations, the clinician meets with the homeowner to figure out what services and referrals are needed and offers support. Since the team began, the Health Department has been able to close a number of cases. Most importantly, the homeowners have gotten help, were treated with respect, and all have agreed to allow the team to follow up to prevent relapse into hoarding conditions.

The Hoarding Response Team has been so successful they were invited to share their training and experience with other towns. The program was featured on the local TV news and in The Boston Globe.

The Arlington Police sought and received two grants from the State 911 Department. The first grant was a Support and Incentive Grant which allowed the APD to purchase state of the art computers to replace the older mobile units that officers have been using in their patrol cars. With this award, the Department was

able to refrain from seeking approximately \$100,000 from the Town's Capital Program. In addition, the APD was also able to purchase Emergency Medical Dispatch (EMD) software through alternative funding sources. The software purchased was essential as it updated the old fashion paper based medical protocols to a more current easier to use automated system thereby improving emergency medical services provided to our residents. Lastly, we applied for and received a Training Grant that provided resources to train E9-1-1 Dispatchers in effective telecommunications skills, conflict resolution, and other essential job related skills. These funds were not only used to train new and in-service dispatchers, but also to provided training on the newly purchased EMD software.

Accreditation/Professional Standards

In 2011 the APD was re-certified as an accredited Law Enforcement Agency by the Massachusetts Police Accreditation Commission. The Department was originally certified in 2008 and was one of the first few police departments in the Commonwealth to achieve this prestigious award. This accomplishment demonstrates the Department's commitment to delivering an exemplary level of police services to the community. In 2012 the Department will be challenged to uphold its certification by maintaining compliance with hundreds of national law enforcement standards as set forth by the Association.

Regional Police Initiatives

North Eastern Massachusetts Law Enforcement Council (NEMLEC)

The APD is a member of the North Eastern Massachusetts Law Enforcement Council (NEMLEC). The Council is a consortium of fifty-one police departments in Middlesex and Essex County as well as the Middlesex and Essex County Sheriffs' Offices. The members of the organization operate pursuant to an inter-agency mutual aid and assistance agreement to share resources and personnel to enhance public safety in a fiscally responsible manner. As part of the agreement each member commits resources from its law enforcement agency to assist other members in an effort to increase and improve their capabilities and capacities.

NEMLEC is comprised of a Regional Response Team (RRT), which includes a Tactical Unit, Special Weapons and Tactics Unit (SWAT), K-9 Unit, School Threat Assessment and Response System (STARS), Motor Unit, Bicycle Unit, Accident Reconstruction Unit, and a Crime Scene Unit. Officers associated with the various Units receive specialized training in crowd/riot control, crisis negotiations, response to school violence, use of specialized weapons, drug interdiction, and many other areas of specialization within the law enforcement profession.

Currently, we have officers assigned to the RRT

Unit, SWAT, Motor Unit, STARS, and Drug Interdiction Unit. Chief Frederick Ryan is commanding officer of the Motor Unit for NEMLEC.

STARS

The School Resource Officer (SRO) is assigned to Arlington High School. The officer utilizes The School Threat Assessment and Response System (STARS), a comprehensive program to prepare, assess, respond, and strive to prevent threats of violence in schools. This initiative is accomplished through mobilizing regional resources that recognize the individual uniqueness and integrity of Arlington Schools.

This multi-tiered assessment and response system is designed to provide local officials in Arlington access to specialized resources developed through a collaborative effort. Utilizing the STARS' Protocol, incidents and threats are addressed through response classifications involving varying degrees of consultation, readiness, and intervention.

Once STARS is initiated, local responses are augmented by NEMLEC's regionally coordinated resources including access to personnel and experts with specialized skills, planning and training opportunities, communications systems, equipment and advanced technologies, and protocols for program and techniques evaluation.

As with all NEMLEC programs, STARS provides a mechanism to ensure communication, coordination, and interaction between member agencies in an efficient and cost effective manner. This is done with a focus on the need to maintain control at the local level.

BAPERN

The Greater Boston Police Council (GBPC) has developed and maintained the Boston Area Police Emergency Radio Network (BAPERN) system since the early 1970's. BAPERN was originally conceived as a system to allow police departments in the greater Boston area to be able to communicate with each other while at the same time having discrete local operating frequencies. The system has been expanded and modernized over the years and today acts as a national model for public safety communications.

In addition to radio communications, the GBPC serves its member communities through its cooperative purchasing program. Most member agencies use the GBPC purchasing contracts to acquire fleet vehicles (police, DPW, etc.) and associated municipal equipment.

Awards and Recognitions

In March the Department held its annual Employee Recognition Awards Ceremony. Officer Jennifer McGurl was selected as Officer of the Year for 2011. Officer McGurl takes great pride in her work and performs her duties in an exemplary manner. She is courteous in dealing with members of the public, a creative problem

solver, and always maintains a positive attitude. Her preliminary investigations are consistently thorough and she can be counted on to "go the extra mile" when handling calls for service. Officer McGurl's level of knowledge is exceptional and her experience is a great asset to both her fellow officers and her supervisors.

The Department also awarded five Meritorious Service Ribbons and four Certificates of Commendation at its ceremony. Those officers receiving ribbons were: Lt. Paul Conroy, Inspector Bryan Gallagher, Officer Michael Hogan, Officer Brett Blanciforti, and Officer Nicholas Stotik. Those officers receiving certificates were: Sergeant Michael Flynn, Officer Chadwick Brown, Officer Michael Hogan, and Officer Greg Foley.

Retirements/Promotions/Appointments

The APD made three promotions in 2011. Lieutenant Juliann Flaherty was promoted to Captain and became the Support Services Commander. Sergeant Brenden Kiernan was promoted to Lieutenant of Training and Support Services. Inspector Bryan Gallagher was promoted to Sergeant and was assigned to Patrol.

Four new police officers joined the APD in 2011: Officer Paul Collins, Officer Steven Conroy, Officer Brendan Flynn, and Officer William Milner. At the end of 2011, Officer Anargyros Siempos transferred to the APD from the Randolph Police Department and Brian Curran joined the APD as a part-time Parking Control Officer.



ARLINGTON FIRE DEPARTMENT

Mission Statement

The Arlington Fire Department (AFD) will strive for excellence in the performance of duty and service to the community and the customers it serves. The Department is committed to find better ways to protect the lives and property of its residents from the ravages of fire and other disasters and to contribute to the physical wellness of the community through emergency medical service.

Ethics and Values

Knowing that firefighters are held to a higher standard of conduct, the firefighters of the AFD will make every effort to uphold those standards that are entrusted to us and to take an active role in maintaining a profes-

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sional image of the Fire Service through promptness, efficiency, and dedication to duty.

Communicating with the Public

The Department will serve the public with courtesy and respect, providing assistance wherever professional skills and talents are needed and be ever vigilant in promoting awareness of fire hazards and in educating residents of all ages.

Fire Department Role

The AFD continues its evolution from a strictly fire prevention and suppression organization to incorporate all hazards mitigation into its service to the community. A significant portion of time and training is spent on preparation for disasters, both man made and natural.

The Fire Department also provides pre-hospital emergency medical services (EMS), building inspections on a regular basis for code enforcement and familiarization, public education projects, training, and performs a number of related tasks including annual hose testing and hydrant inspections.

Over 50% of the calls by the AFD are for medical emergencies. Maintaining Emergency Medical Technician status for the majority of the Department is the responsibility of the EMS Coordinator and the Training Officer. New equipment and techniques are consistently introduced requiring hours of additional training. Between the Training Officer and EMS Officer, the challenge to maintain these services are done mainly in house, minimizing the expense to the Arlington taxpayers.

During 2011 the AFD responded to 4,817 calls for assistance. Of these calls 2,581 were for medical emergencies. Medical emergencies include emergency medical responses, emergency medical assists, carbon monoxide activations, and motor vehicle accidents. Rescue 1, the AFD ambulance, transported 1,733 patients to area hospitals.



AFD responding to downed power lines during October snow storm.

Responses

Fire Call Type	2011	2010	2009	2008
Fire	111	132	79	98
Carbon Monoxide Activations	144	34	145	170
Water Hazards	59	212	62	77
Mutual Aid	48	33	33	53
Lock Out/In	87	63	80	104
Electrical Hazards/Down Lines	352	191	112	219
Motor Vehicle Accidents	106	124	121	100
Smoke Scares	67	16	99	155
Natural Gas Emergencies	87	101	96	60
Flammable Liquid Hazards	24	14	118	21
Hazardous Conditions	8	11	75	106
Other	192	611	115	246
Emergency Medicals	2581	2490	2546	2,416
Medical Assists	276	289	320	232
Alarms Sounding	675	727	717	686
Total Calls for Assistance	4817	5048	4718	4743

Fire Prevention/Fire Investigation Unit (FUI)

Fire prevention continues to be a major focus of the Arlington Fire Department. The Deputy Chief of Fire Prevention oversees that inspections by our well-trained officers and firefighters have continued to make Arlington one of the most fire safe communities in the metro Boston area. Fire prevention, combined with an aggressive interior attack by its suppression teams when necessary, accounts for these positive statistics. The amount of money saved by building owners and insurance companies through prevention and aggressive firefighting are impossible to calculate, but substantial. The Fire Prevention Division of the Arlington Fire Department issued 861 permits in the year 2011 totaling \$46,864.

Fire Permits	2011	2010	2009	2008
Permits	861	942	901	364
Revenue	\$46,864	\$53,690	\$46,000	\$32,787

The Fire Investigation Unit (FIU) responds to all fires within the Town and is responsible for determining their cause and origin. A thorough investigation of the cause, origin, and circumstances of how a fire occurred will often prevent similar incidents from happening again.

The experience, knowledge, and continuous training of the members of the FIU, working in conjunction with the State Fire Marshal's Office and the Attorney General's Office allows for numerous resources to successfully investigate and prosecute all fire related crimes. The FIU consist of a Team Coordinator, Training Coordinator, and a staff of three.

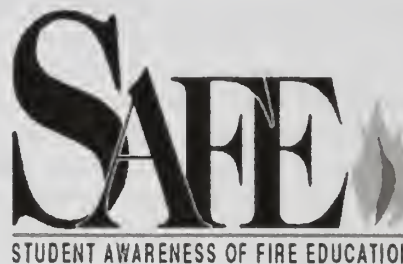
The FIU was activated 111 times this past year to investigate various incidents including, structure fires, vehicle fires, dumpster fires, and grass fires.

FUI Fire Investigations Type	2011
Structures	17
Cooking	19
Motor Vehicle	16
Outside	31
Fuel Burner/boiler Malfunction	10

On April 6 2011 AFD units were dispatched for a garage fire at 100 Appleton Street E3 was first on scene to find fully involved two car detached garage with fire jumping to a car and driveway and eventually the three story home. There was a large amount of accelerants in the garage which along with the wind aided the fire to grow intensely in a short period of time. Multiple alarms were struck and with the aid of our surrounding communities the fire was extinguished and contained to the address of the original fire. Reported dollar loss for all fires in 2011 totaled \$1,244,200.



AFD responds to fire at 100 Appleton Street



In terms of fire prevention for Arlington, public education is a key component. Without question the most influential group of citizens reached are children. The program, Student Awareness of Fire Education, has been an extremely successful curriculum that has been presented to the grammar school children since 1996. This program is funded through state grants from the Massachusetts Department of Fire Services. The theme of Fire Prevention Week—2011, It's Fire Prevention Week! Protect Your Family From Fire! This theme was stressed during the AFD's annual visits to the Elementary schools. The SAFE instructors also participated in Town Day by using the "Smoke House" to demonstrate to both adults and children different fire safety tips. The theme was presented during our Open House at Fire Headquarters.

The Juvenile Fire Setter Intervention Program (JFIP) counseled young, potential fire setters in the dangers of playing with fire. The JFIP, partnering for the tenth consecutive year with the Germaine Lawrence School, educating students who were identified as fire setters.

SAFE and JFIP are the only two programs that Arlington Firefighters volunteer to be trained in to protect and educate their community.

Training

The Training Officer is responsible for managing a comprehensive training program designed to meet the needs of all members of the Department. The primary focus of the Training Division is to promote training necessary to allow the firefighter to achieve specific career goals. Firefighters are constantly evaluated and tested by the division to ensure proficiency in skills and retention of knowledge. This training includes inspections, classroom sessions, practical applications, and actual calls for service.

Every firefighter's career with the AFD begins at the Mass Fire Academy (MFA). The MFA's fire instructors hone their knowledge, ability and instincts during a rigorous schedule of training evolutions, and a challenging curriculum. All firefighters graduate with the NFPA certification of Firefighter I/II. The final result is a group of highly trained individuals, prepared to work as Firefighters in one of three fire stations on one of four 24-hour shifts.

COMMUNITY SAFETY

The Training Division strives to offer fire service personnel complete and progressive training required to perform the job to which they are trusted, the protection of the lives and property of the residents of Arlington. Courses have been hosted internally, bringing in Mass. Fire Academy professionals as instructors. Private sector representatives delivered training to all members of the Department. The Department EMS coordinator delivered emergency medical service training in house, on-line and with the assistance of outside instructors.

The Training Division handles the development and delivery of all company-level drills, department-level training initiatives as well as new recruit indoctrination and training. The Training Section is also responsible for continuing education and re-certification of EMT's.

AFD members received regularly scheduled annual training in such areas as Cold Water/Ice Rescue, CPR, Laddering, Rapid Intervention Team tactics, and the Department of Transportation's EMT refresher course. The Department was able to obtain hands on training when its members were allowed access to several homes that were scheduled for demolition. Firefighters were able to practice apparatus placement, hose line advancement, forcible entry, roof ventilation, and roof operations.

EMS

The Arlington Fire Department staffs a Class 1 Rescue/Ambulance with two EMT-Basics, 24 hours a day, seven days a week. The Department currently has sixty-seven EMT's and three first responders.

EMS Staff	2011	2010	2009	2008
EMTs	67	69	67	65
First Responders	3	3	5	11

The Department EMS coordinator is responsible for all in house medical training, recertifications, medical supplies and keeping all EMT's and first responders updated with the latest information from the Office of Emergency Medical Services (OEMS), Department of Public Health. All Department EMT's have an obligation to provide pre-hospital patient care in accordance to statewide treatment protocols (Massachusetts Department of Public Health).

As mentioned, the Department responded to 2,581 medical emergencies. Of those emergencies, 837 were for advanced life support and 892 for basic life support and were transported to the appropriate facility by the Town-operated ambulance, Rescue 1. There were 664 medical emergencies where Rescue 1 was at another emergency medical call. And 9 medical calls where Rescue 1 was dispatched, but transport was cancelled prior to arrival at the emergency scene. Basic life support emergencies were transported to the Department's six-area point of entry hospitals for further medical care.

431 medical emergencies did not require transportation to area hospitals.

Ambulance Calls For Assistance	2011	2010	2009	2008
Advance Life	837	959	781	1129
Basic Life	892	968	940	660
Patient Refused Assistance	431	558	508	585
Runs Missed Because R1 On Other Call	664	575	560	490
Ambulance Response, Cancelled Enroute	9	15	77	NA
Total Calls For Assistance	2,857	2,937	2,866	2,374

The Department is still exploring the possibility of upgrading our level of medical care to Advanced Life Support.

2011 Highlights

- Installed wireless fire alarm transmission boxes to all of schools and Town owned buildings reducing the cost of maintenance and equipment on Town operated fire alarm systems. Continued to dismantle the overhead and underground wired system.
- Upgraded the Department's extrication tools with Federal grant money and Capital funding to provide equipment that properly operates with new alloys and metals.
- With staffing at a minimum of 17 personnel, Department operated 2 Rescues simultaneously which increased revenues contributed to Town general fund.
- Department Training Officer instructed and administered 169 training sessions to Department personnel.
- Department Fire Prevention Officer inspected over 800 properties for occupancy permits and collected \$46,864 in permit fees.
- Department Suppression Forces and Department Fire Prevention Officer conducted 20 hours of school fire drills.
- Reopened Highland Station in July 2011 on time and under budget. The Highland Station is the first and only Town building that was built according to LEED certification. This means the Station was constructed and will operate in accordance with environmentally friendly standards. Certification is expected in 2012. The AFD held a public open house of the station on Town Day 2011.

COMMUNITY SAFETY

- Continued communication and education of residents about emergency management plans, emergency medical services, and fire suppression and prevention objectives.
- With Town Meeting approval, implemented bylaw allowing Town to fine frequent offenders of malicious and nuisance alarm activations.
- EMS report writing has transitioned from paper to electronic.
- Through a FEMA grant the AFD upgraded its radio tower and antennae to increase our ability to communicate with MEMA and Metro Fire.

Retirements/Promotions/Appointments

- Deputy Chief Kevin Shaw retired on April 8th. Shaw dedicated himself to the Town of Arlington faithfully and honorably for over 30 years. He was first appointed to the AFD in 1980.
- Captain James Bailey was promoted to the rank of Deputy Chief on August 7th and is assigned to the Fire Prevention Division.
- Lt Ryan Melly was promoted to the rank of Captain on August 7th and is assigned to the Training Division.



Renovated Highland Station

2012 Goals

- Continue to provide ancillary programs such as the FIU, JFIP, Vial of Life, and SAFE within the limited resources and funding available.
- Formulate a 5 – 10 year plan related to the reorganization and structure of Fire Department.
- Continue to implement mandatory, standardized yearly training program for all firefighters.
- Assess the benefit of an Arlington Fire Department Advanced Life Support service.

- Design and purchase new fire pump apparatus to replace the 1992 Pierce Pumper.
- Begin a four year program to replace all Protective Gear
- Replace sections of 4" LDH that were purchased in the 1988
- Upgrade and reprogram radios in accordance with new FCC regulations on narrowbanding effective 12/30/2012.
- Continue with on-line emergency medical services training in order to comply with the Office of Emergency Medical Service mandates.
- Transfer fire department records from paper to electronic.
- Start architectural plans and design of Fire Headquarters Station.
- Complete dismantling of cable fire alarm systems and replace with wireless radio box system.

INSPECTIONAL SERVICES

The Inspectional Services Department is responsible for enforcement of The Commonwealth of Massachusetts Building, Electrical, and Plumbing & Gas Codes, as well as all related regulations, standards, and Town Bylaws. Additionally, the Inspectional Services Department implements strategic projects as assigned by the Town Manager.

Accomplishments

- Review and issuance of 30 Mill St project.
- Review and issuance of Arlington 360, LLC project (Symmes).
- Administered and attended continuing education training seminars for the International Energy Conservation Code, International Building Code, and International Residential Code with Massachusetts State Building Code 780 CMR 8th Edition amendments, in addition to the locally adopted Stretch Code.
- Permits were issued for 11 new single-family homes, 7 new two-family homes, and 316 new apartment units.

In 2011 the Inspectional Services Department issued a total of 4,188 permits of which 1,688 were Building permits, 815 were Plumbing permits, 606 were Gas permits, and 1,079 were Wiring permits. Total fees collected by the Inspectional Services Department were \$839,830 with an estimated construction value of \$37,353,656.

COMMUNITY DEVELOPMENT

PLANNING & COMMUNITY DEVELOPMENT/ REDEVELOPMENT BOARD

Redevelopment Board

The Arlington Redevelopment Board (ARB) is both the planning board under MGL Chapter 41 section 81A and the urban renewal authority for the Town under MGL Chapter 121 (b) and is the Board of Survey, with authority to approve the design of ways for the purposes of ensuring that new building lots can meet zoning frontage and access requirements. As the permit granting authority for projects that fall under Environmental Design Review, the board spends considerable time reviewing applications for certain development projects to ensure that specific zoning standards are met.

The ARB met thirty-seven times in 2011.

Planning & Community Development

The Department of Planning & Community Development prepares and implements long-term and short-range plans related to the Town's natural and built environment. This includes land-use, transportation, economic development, housing, open space and recreation, natural resources, historic preservation, and plans and projects that preserve and enhance Arlington's community character. The Department also administers the Community Development Block Grant (CDBG) and other grant programs, oversees the day-to-day operations of the Redevelopment Board buildings and other Town-owned, leased buildings, and supports the efforts of Town boards, committees, and commissions charged with planning-related responsibilities.

The Department is staffed by three full-time planners, a part-time planner, a grant administrator and a support staff of one. The staff supports over twenty-four Town committees and boards, plus Town initiatives. The Department administers five times as much value in federal revenue for Town services, not including the federal Weatherization and home rehabilitation programs, as it costs the Town to run the Department.

2011 Highlights & Initiatives

The Symmes Story

An urgent and significant focus for the Department and the Redevelopment Board in 2011 was successfully engaging a developer to resume redevelopment of the former Symmes Hospital site before the special permit for the redevelopment expired. Building permits were issued to Arlington 360 LLC, a partnership between the Upton and Partners and the Jefferson Apartment Group (JAG) in December. JAG bought the mortgage on the Symmes property with its investor, Starwood Capital days after Upton and Partners were designated by the Redevelopment Board in July in a non-binding vote as the preferred developer for the Symmes project. The project will proceed largely as permitted in 2007 with

townhomes, two large multi-unit buildings and with the addition of an expanded public park and a proposed assisted living facility in place of a few townhome structures.



Arlington 360 LLC representatives Sandi Silk, Jake Upton at Symmes foreclosure auction November 30, 2011

Town Meeting had voted in 2002 to purchase the former Symmes hospital site and turn it over to the Redevelopment Board for redevelopment under the Board's urban renewal authority. After a public process to determine the best use, a development firm, EAFish was selected. EAFish then sold a major interest in the project to apartment developer/operator JPI. JPI then cleared the site, but during the economic downturn that followed in 2007 through 2009, JPI, in turn, withdrew from the project and sought buyers for the Symmes project. Several false starts ensued with interested developers until 2011 when JAG, composed of former JPI personnel, informed the Town that they had entered an agreement with the bank holding JPI's mortgage to purchase the mortgage and foreclose on the property, thereby becoming the owner, subject to the Town's Land Disposition Agreement. The Redevelopment Board, with the support of the Board of Selectmen, then undertook a comparative analysis of the proposals of four developers vying for the Symmes project. They chose Upton and Partners for their proposal's financial viability, commitment to sell some units as home-ownership condominiums to test the market for conversion to condo from rental units, their commitment to provide affordable housing units, the inclusion of a proposed assisted living facility reflective of the medical use legacy once sought by Town Meeting for the site, and for the expansion of publicly-accessible parkland.

Special Permits

The Redevelopment Board issued a Special Permit for Environmental Design Review for a branch of Leader Bank at 1201-1203 Massachusetts Avenue, in a retail building vacated by a former video rental store.



1201-1203 Massachusetts Avenue, proposed Leader Bank branch

The Redevelopment Board also issued a Special Permit for Environmental Design Review for signage and lighting at 30-50 Mill Street, the former Brigham's Ice Cream headquarters, where ground was broken in 2011 for a 116-unit apartment building, a separate retail/office building, retail kiosk, improvements to the Town-owned park along the Mill Brook, and provision of public access across the site to the park from the Minuteman Bikepath.



Construction of apartments at 30-50 Mill Street

The former Hollywood Video space at Alewife Plaza in East Arlington was the subject of Redevelopment Board action in 2011 to encourage re-tenanting of that vacancy. The Environmental Design Review Special Permit for that space at 25 Massachusetts Avenue was amended to allow restaurant use. The original Special Permit for the development of the plaza prohibited the restaurant use. Restaurant use is allowed by right in the zoning district.

Transportation

The Department continued to work with the Director of Public Works and the community on the Massachusetts Avenue Corridor Project, presenting a meeting on 75% design for the Mass Ave Review Committee and holding a drop-in session in an East Arlington restaurant for business-owner input in developing the 75% design. The Massachusetts Department of Transportation

Approved the 25% design of the Mass Ave Corridor Project in 2011.

Department staff worked with the Town Manager to secure a voting seat for the Town on the Boston Metropolitan Planning Organization (MPO), the regional body that determines transportation planning and allocation of federal and some state funds for transportation projects in the Boston metropolitan area. Department staff also chaired the Regional Transportation Advisory Committee (RTAC) and the Metropolitan Area Planning Council (MAPC) Inner Core Committee.

The Department secured federal Clean Air Mobility Program (CLAMP) grant funding for improving the safe, efficient circulation of drivers, walkers and cyclists through the Route 60/Mystic Street/Massachusetts Avenue intersection. It also secured a tri-community grant for signage along the Minuteman Bikeway.

Department staff also developed recommendations with community input to the MBTA's Key Bus Routes—Route 77 bus improvements. The recommendations were approved by the Board of Selectmen.

Affordable Housing

The rent regulatory agreements for the affordable units under construction at 30-50 Mill Street were successfully negotiated by Department staff for approval by Massachusetts Department of Housing and Community Development. Department staff also received approval from the Massachusetts Department of Housing and Community Development to allow local preference for 70% of these affordable units.

Community Development Block Grant

Arlington received \$1.1 million dollars in Community Development Block Grant (CDBG) funds that were allocated for public and community nonprofit services, public facility projects, and for housing and planning activities. Funding for the U.S. Department of Housing and Urban Development's CDBG program has been reduced in each of the last two years. This combined with stricter enforcement of eligibility guidelines has meant for increased stress on the budgets of the Departments and Arlington service agencies that rely on CDBG.

Town-owned Leased Properties

The capital management and day-to-day management of the seven buildings was a primary duty of the Assistant Director position, which was not funded in the budget in 2011 as a cost savings.

In addition to major capital and maintenance projects, routine maintenance is completed on a daily basis by the Department's Building Craftsman, primarily at the Central School building, the Gibbs School building, the Jefferson Cutter House, and 23 Maple Street. Most routine maintenance at the Crosby and Parmenter School buildings and at the Dallin Library building is performed and paid directly by the tenants of those buildings. The Town's facilities maintenance staff also helps the De-

partment's Building Craftsman maintain the buildings.

The Redevelopment Board (ARB) manages three buildings and the Planning Department is responsible for day-to-day management of four additional buildings owned and leased by the Town for the Town Manager and Board of Selectmen. These seven buildings have over 180,000 gross square feet of space valued at over \$20 million, housing twenty-three tenants paying over \$1 million in rents. The seven buildings consist of four former schools, one former library, and two historic houses. Town Meeting voted in 2011 to sell the former Crosby School on Winter Street, and to negotiate a long-term lease for the former Parmenter School.

PERMANENT TOWN BUILDING COMMITTEE

The Permanent Town Building Committee (PTBC) was established by Town Meeting to oversee the design and construction of new buildings and major renovations for Town of Arlington properties. The committee is comprised of citizen members, appointed jointly by the chairs of the Selectmen, Finance Committee, and School Committee in addition to the Town Manager, Superintendent of Schools, and Director of Public Works, or their designees.

2011 Activities

1. Community Safety Building Phase 1 (improvements to the terrace deck): Project completed spring 2011. Project budget \$1,610,000; final cost \$1,490,000.

2. Community Safety Building Phase 2 (envelope repair): Project out to bid January 2012. Construction funding will be sought at Special Town Meeting within the 2012 Annual Town Meeting.

3. Central Fire Station Phase 1 (emergency envelope repairs): Project substantially complete July 2011; close out expected first quarter of 2012.

4. Central Fire Station Phase 2 (interior renovation): PTBC request for funding of Final Design and Construction Documents forwarded to Capital Planning Committee. Project will start when funding approved by Town Meeting.

5. Highland Fire Station (envelope repair and interior renovation): Project substantially complete July 2011; close out expected first quarter of 2012. LEED (Leadership in Energy and Environmental Design) Silver Certification is being pursued.

6. Stratton School Phase 1 (new roof, new transformer, electrical upgrades, and interior improvements): project completed February 2011.

7. Stratton School Phase 2 (new windows, new boiler and interior improvements): Project substantially complete August 2011; close out expected first quarter 2012. Reimbursement to a maximum of \$738,000

granted through the Massachusetts School Building Authority (MSBA) Green School Repair Program.

8. Thompson School: The PTBC along with other Town officials, School Department officials, and Thompson community representatives comprise the Thompson School Building Committee in conformance with regulations promulgated by the Massachusetts School Building Authority (MSBA). Construction of a new school with a budget of \$20.77 million approved by MSBA. Demolition of old school began 12/19/2011. New school out to bid February 2012. Construction funding to be sought at 2012 Annual Town Meeting.



Thompson School Demolition

ZONING BOARD OF APPEALS

In 2011 the Zoning Board of Appeals as prescribed in Massachusetts General Laws, Chapter 40A, The Zoning Act, and, also, as further clarified by the Town's Zoning Bylaw, heard and rendered decisions on twenty-two petitions. Since its inception in 1946 the Zoning Board of Appeal has heard and rendered decisions on over 3300 + appeals.

Petitions heard by the Board include Variances, Special Permits, Appeals from the Decision of the Building Inspector, and comprehensive permits (Chapter 40B).

The Zoning Board of Appeals is comprised of five regular members: the Chair and four appointees. For any decision to be granted, the vote of the five-member board must carry a super majority. All Hearings are open to the public and are generally held on the second and fourth Tuesday of the month, as needed. The meetings are usually held in the conference room located on the second floor of the Town Hall Annex. All hearings are advertised in The Arlington Advocate for two consecutive weeks and posted on the Town Clerk's Bulletin Board at least three weeks prior to the hearing date. Hearings are also posted on the Town website and abutters to the property are notified by mail. To receive ZBA Agendas by email, subscribe online at

arlingtonma.gov/subscribe. The Rules and Regulations of the Zoning Board of Appeals are on file in the Office of the Town Clerk and in the Zoning Board of Appeals' Office at 51 Grove Street.

Petitions Heard by ZBA	
Petitions for Variance	2
Applications for Special Permits	16
Appeal of Decision of Inspector of Buildings	0
Amendments to SP/Variations	2
Comprehensive Permits	0
Total	
Total Petitions filed with Town Clerk	20
Total Hearings continued by the Board	5
Total Petitions withdrawn	3

CONSERVATION COMMISSION

The Arlington Conservation Commission (ACC) is required by state and local laws to protect and preserve wetlands and waterways and their surrounding areas. The ACC is comprised of seven (7) volunteer members and one (1) or more volunteer associate members, who are appointed by the Town Manager with the approval of the Board of Selectmen, and a part-time, paid administrator. At meetings (twice a month) and through on-site visits, commission members work to ensure that all construction and development projects, residential and commercial, that may alter any wetlands, floodplains, rivers, streams, ponds and/or lakes are in compliance with state and local regulations. The ACC also protects and manages the Town's Conservation Lands and natural resources.

Regulatory Activities

The ACC is mandated to protect wetlands, waterways, water supplies, fisheries, wildlife, and wildlife habitat as well as regulate activities in a floodplain through its administration of the Massachusetts Wetlands Protection Act and the Arlington General Bylaw for Wetlands Protection. ACC members regularly seek continuing education to ensure legal compliance with frequently changing regulations and to assist applicants through the regulatory process.

In 2011 the ACC convened twenty-five (25) public meetings, and provided coordination, monitoring, permit review, and consultation on numerous residential and municipal developments around Town. The board issued ten (10) Permits/Orders of Conditions, one (1) Abbreviated Notice of Resource Area Determination, six (6) Certificates of Compliance, four (4) Enforcements,

and four (4) Determinations of Applicability.

Conservation Activities

Arlington Reservoir - A native plant wildlife habitat garden was installed in 2011 by the Arlington Vision 2020 Reservoir Committee. The Conservation Commission provided some financial support for this activity with a grant from the Conservation Stewardship Fund managed by the Arlington Land Trust. In addition, over 250 tons of invasive water chestnuts were mechanically harvested this summer supported by the Arlington Waterbodies Fund and with assistance from DPW. This work will need to continue but at reduced levels in future years.

Land Stewards - Our volunteer citizen organization, Arlington Land Stewards (ALS) has assisted in managing twenty-four (24) Town-owned conservation lands comprising approximately thirty (30) acres. Land stewards monitor, coordinate, and maintain (with permission from the ACC) conservation land of their choice, often in their immediate neighborhood or sometimes elsewhere in Town. Each land steward is provided with a stewardship handbook listing the location of conservation lands, conservation land regulations as well as problem/solution management information. The handbook is available online at arlingtonma.gov at the Conservation webpage.

Mt. Gilboa - After the October storm, a local arborist graciously volunteered to clear trails of excess woody debris on this Town property.

Elizabeth Island - The Arlington Land Trust purchased Elizabeth Island, located in Spy Pond, and granted a Conservation Restriction to the ACC which will be held jointly with MassAudubon to help ensure Elizabeth Island will remain in its natural condition in perpetuity. In 2011 ACC also reviewed a baseline survey of the property completed by Audubon.

Cooke's Hollow - The Conservation Commission along with the Cemetery Commission and Planning Department joined together to develop a restoration plan for Cooke's Hollow. The plan may be seen at online at arlingtonma.gov/planning.

Mill Brook Linear Park - The Open Space Committee with involvement of the ACC and others organized a group to study the Mill Brook area with the goal of enhancing the public use and awareness of this natural and historical resource. Planning for Mill Brook goes back to the 1920's but there is still much to do. This project also ties into Cooke's Hollow, a pocket park next to Mystic Street which contains a section of the brook.

Arlington's Great Meadows – In 2011 the Friends of Arlington's Great Meadows (FoAGM) continued to sponsor regular public nature events. The major activity of the year was the restoration of several acres of upland meadow land with the help of many volunteers. Information about FoAGM's activities and their annual report is available at www.foagm.org.

Meadowbrook Park and Mystic Valley Parkway – In May 2011 land stewards, ACC members, and others carried out a cleanup of the conservation area. This park collects many items that wash down Mill Brook each year.

Mystic Lakes-Mid-Lakes Dam Project – The ACC reviewed reconstruction of the dam located between Upper and Lower Mystic Lakes. A fish and an eel ladder were installed and opened in 2010. They seem to be working better than designed to link these waterway habitats together and allow expanded spawning of migratory species. This project is nearly complete.

Alewife Reservation Greenway Project – Construction began in 2010 on the new pathway and redesign of the Department of Conservation and Recreation's (DCR) parkland adjacent to Alewife Brook. This long-awaited project includes new stormwater gardens, landscaping and pathways, and will hopefully foster further attention and care to the Alewife Brook. This project is nearing completion.

Walking Book – Now out of print, the ACC is revising this popular guidebook to open spaces and walking tours in Arlington.

Spy Pond phragmites control project – The ACC worked with the Spy Pond Committee and the waterfront property owners to coordinate a program for control of the Giant Reed which is currently populating many areas of shoreline around the pond. This approach will involve a multi-year program including controlled spraying by a licensed applicator, Aquatic Control Technology, and volunteer winter cutting events. The program must balance the plant control with protection of the threatened Englemann's Sedge and creating a healthy shoreline environment with a diverse and sustainable plant community.

Future Goals

The ACC will continue to encourage, support, and assist the various volunteer and environmental advocacy groups that are dedicated to better preserving the Town's precious conservation lands and other open spaces within its immediate borders as well as those directly adjacent to it. These groups include, among others: Arlington Land Stewards, Arlington Land Trust,

Open Space Committee, Friends of Arlington's Great Meadows, Mystic River Watershed Association, and the Massachusetts Association of Conservation Commissions.

The ACC will work actively to support all efforts directed at preventing raw sewage from entering Alewife Brook. The ACC would like to see the Alewife Brook restored to a healthy, fishable, and swimmable waterway in the very near future. To do so, will be a significant challenge for the many parties involved in the betterment of Alewife Brook. Yet the ACC believes this goal is attainable.

The ACC, in working with the Open Space Committee and the Arlington Land Trust, hopes to identify and, when available, acquire additional open space as protected "conservation land" to benefit residents of the Town.

Recognitions

The ACC sincerely thanks all individuals and organizations that contributed directly or indirectly to the activities of its forty-sixth (46th) year. Many special thanks go to the scores of volunteers who came out for cleanup projects, assisted as land stewards or participated in the many Friends groups that work to preserve our natural resources and heritage.

Memberships

The ACC would like to thank Ellen Reed for her years of service and helpful input and enthusiasm. The ACC welcomes Chris Naylor, Eileen Coleman and Michelle Durocher as its newest members.

OPEN SPACE COMMITTEE

The Open Space Committee (OSC) was established by Town Meeting in 1996. Members include concerned citizens and representatives of key Town departments and commissions. The Committee meets monthly to exchange ideas and discuss ways to protect and maintain the Town's open space and recreation resources. The Committee serves an oversight function but does not have direct management responsibility for Town properties. Its main purpose is to enhance communication and coordination among those entities that do have ownership and management authority. In addition, the OSC seeks to raise broad-based community concerns and to advocate for the protection, stewardship, and appropriate uses of the Town's open spaces.

Open Space Plan

The Committee's primary responsibility is to prepare the Town's official Open Space and Recreation Plan every five years, monitor its provisions and goals, and document accomplishments. The current Plan

originally covered the period 2007–2012 as approved in December 2007 by the Massachusetts Executive Office of Energy and Environmental Affairs (EOEEA) Division of Conservation Services (DCS). In February 2010 the state approved the extension of an amended Action Plan (Chapter 9) until 2014. Printed copies of the Plan are available at the Robbins Library, Planning Department office, Town Clerk's office, and on the Town website at arlingtonma.gov/openspace.

Mill Brook Initiative

A subcommittee of OSC and other Town representatives began meeting in March 2009 to study the feasibility of developing a Mill Brook Linear Park. The brook travels nearly three miles, parallel to both Massachusetts Avenue and the Minuteman Bikeway, and represents an important ecological and historical feature of the Town. Enhancement of and improved access to existing open spaces are key goals of the Open Space and Recreation Plan, and in 2009 projects at Cooke's Hollow and Wellington Park brought renewed interest to the brook and the linear park concept. These are just two of the Town-owned facilities that abut Mill Brook, thus offering public entry points for greater access to the corridor. Other properties are the Arlington Reservoir, Hurd Field, Arlington High School and fields, Buzzell Field, Mt Pleasant Cemetery, and Meadowbrook Park.

In April 2010 the Mill Brook Linear Park Study Group produced a report that outlines current conditions, challenges, and opportunities for seven sections along the Mill Brook corridor. The report proposed linking these properties together in a greenway with pedestrian facilities and other improvements to help restore the environmental and visual qualities of Mill Brook. This work involved reviewing parcel lines, lot ownership, and current uses, as well as photo-documenting the conditions of the brook and its nearby built neighborhood. There are more than 100 parcels of land along Mill Brook, totaling nearly 150 acres. The Town owns sixteen parcels, accounting for about thirty-five percent of the land abutting the brook; the other sixty-five percent is in private ownership with a variety of residential, commercial, and industrial uses.

The Mill Brook group has distributed both printed and electronic versions of the report to many Town officials, departments, and commissions for reference as a policy planning document when issues related to the brook arise. In May the Committee chair made a short presentation to Town Meeting and several maps and photo boards were displayed in the Town Hall lobby. Many people expressed interest in the concept, especially those not well acquainted with the brook and its environs. The report is available for review on the Town Web site at arlingtonma.gov/openspace.

The group is continuing to work closely with the Planning Department and Redevelopment Board in conjunction with their ongoing efforts to enhance economic development opportunities and overlay zoning revisions in Arlington. The Town GIS coordinator and Town Engineer provided valuable technical assistance with mapping and other data collection related to the brook and the abutters.

The former Brigham's site offered opportunities for OSC members to attend ARB meetings about that site in order to reinforce attention to the brook and adjacent parklands as part of the redevelopment process. The site developer agreed to perform a number of landscape enhancements to the area and construction began in late 2011.

Other Activities

The Committee continues to monitor and contribute to a wide range of open space projects that affect the Town and its residents' quality of life, including: the program for Off-Leash Dog Areas in Arlington Parks and a fenced dog park at Thorndike Field supported with private grant funding; the state Department of Conservation and Recreation's Alewife Greenway Path, now under construction as part of the larger Alewife Reservation Master Plan; the Cemetery Expansion Committee's explorations of alternative burial options and locations and the related Cooke's Hollow Feasibility Study that looked at engineering, landscaping, historic interpretation, and maintenance issues, as well as possible use as a memorial park; and the development of the Wildlife Habitat Garden at the Arlington Reservoir, funded in part by private donations with assistance from the Department of Public Works.

Other timely issues addressed by the committee during 2011 included: support for the Planning Department's application for Metropolitan Area Planning Council (MAPC) funding to undertake a Town-wide master plan; various water bodies and invasive plant projects, such as the management of phragmites in Spy Pond and harvesting of water chestnuts in the Reservoir; and the Friends of Arlington's Great Meadows project to restore the upland meadows. New opportunities for enhancement of public open spaces include the Transportation Advisory Committee's redesign of Downing Square in Arlington Heights; the creation of a rain garden in Spy Pond Park, and plans for gardens in other Town properties; and the reactivated initiatives of the Tree Committee.

Ongoing open space concerns include the future land uses at Busa Farm on the Lexington border next to the Arlington Reservoir and beach. OSC members continue to monitor the situation and support the strong consensus for continued farming activities with opportunities for educational and community involvement and some affordable housing. The future of the Mugar

property in East Arlington is also of concern because of potential flooding and traffic problems if the land were to be developed. The entire Alewife region is susceptible to such problems due to existing and planned development in neighboring Cambridge and Belmont.

As part of its community education goals, OSC participated in Town Day in September 2011, as it does each year, displaying maps of local open spaces, copies of the Open Space and Recreation Plan and the Mill Brook report, flyers about the Conservation Commission's Land Stewards Program and invasive plants, and a sign-up sheet for residents interested in getting more involved. Committee members also were involved with the EcoFest ecological gardening event at Town Hall in March 2011. Several members are also contributing to a revision of the 1994 book, *Walking the Open Spaces of Arlington*, which is being coordinated by the Conservation Commission for both print and Web-based distribution.

Future Goals

The Committee will continue to monitor and work on specific elements of the Action Plan outlined in the updated 2007–2014 Open Space and Recreation Plan and collaborate with other Town entities and community groups to advocate for the proper maintenance and management of the Town's valuable open space and recreation resources.

TRANSPORTATION ADVISORY COMMITTEE

The goal of the Transportation Advisory Committee (TAC) is to improve the quality of life in Arlington by improving safety, mobility, and access for people using all modes of transportation, and contribute to improving the environment and public health. In this effort, the TAC works closely with the Arlington Police Department's Traffic Division, the Public Works Department, and the Planning Department.

The Traffic Authority for Arlington is the Board of Selectmen. The TAC was established by the Board of Selectmen in the spring of 2001 to advise them on transportation matters. TAC is comprised of resident and business members in the community.

The TAC continues to be very concerned by the limited Police resources for traffic and parking enforcement. Transportation management requires the Three Es: Engineering, Education, and Enforcement. All three are essential to maintain a high quality of life in Arlington. Enforcement is the weakest at this time.

Major Activities

Arlington Schools - The TAC continues its multiyear plan to improve traffic and pedestrian safety around schools. Phase 1, providing inexpensive safety improvements (paint and signs) for the public elementa-

ry schools, is complete. This effort included designating and improving preferred walking routes, reducing conflicts between students and autos at drop-off and pick-up periods, and designating 20 mph School Zones. Phase 2 is underway and requires more expensive infrastructure improvements such as adding or repairing sidewalks and handicap ramps along the preferred walking routes, and improving traffic flow for drop-off and pick-up. The TAC is seeking funds for these items. The Dallin School was selected as one of the first five elementary schools in the state to receive infrastructure improvements (sidewalk, handicap ramps, paint and signs) as part of the Federal Safe Routes to Schools Program. This project was completed this year. In 2012 we began an effort to improve the pedestrian environment and traffic flow around the Ottoson Middle School.

Crossing Flags Pilot Program - TAC initiated a pilot program to provide hand held flags at three locations near elementary schools, to provide more visibility for students crossing busy streets on the way to school. The three pilot locations are Park Avenue Extension at Morris Street (near Peirce School), Gray Street at Pine Ridge Road (near Brackett School) and Rhinecliff Street at Dow Avenue (near Dallin School). The program was partially funded by the State of Massachusetts Executive Office of Public Safety and Security. Early indications are that the crossing flags are useful. More locations may be added in the coming year.

Arlington Center Safe Travel Project - Working with the Planning Department, DPW and TAC, the Town applied for funds from MassDOT under the Clean Air and Mobility Program (CLAMP) to improve safety and mobility for motorists, cyclists and pedestrians at the intersection of Route 60 and Mass Ave. The Town hired Howard/Stein-Hudson to help design and engineer improvements to this intersection. Goals include reducing congestion and wait time for vehicles, reducing the crossing distance for pedestrians, and providing a safe and visible bikeway connection through the intersection.

Mass. Ave. Corridor Project - Phase 1 of this project is an upgrade of Massachusetts Avenue between the Cambridge city line and Pond Lane for safety and streetscape improvements. Design work began in 2009. The Town's engineering consultant, Fay, Spoford & Thorndike, conducted extensive traffic analyses and then developed a plan for a more organized roadway that balances the needs of pedestrians, motorists, bicyclists, and transit users. The 25% design was approved by the State Highway Division this year. More detailed engineering, and landscape and streetscape design are underway. Members of the TAC serve on the Review Committee for the project.

Ongoing Projects

- Mass. Ave. at Water Street and Peg Spengler Way (Robbins Library). Recommendations for improving pedestrian safety are being tested.
- 30-50 Mill Street. Working with developer on traffic mitigation implementation.
- 837 Mass. Ave. (CVS). Follow up study of traffic conditions to assess the need for further mitigation.
- Mass. Ave. at Appleton Street/Appleton Place. Working with MassDOT to assess safety issues at this intersection, located near the Ottoson Middle School.
- Lake Street Corridor. New project to develop alternatives for improving safety and mobility along Lake Street.
- Downing Square. Design and engineering of this complicated intersection is complete, and construction should begin in 2012.
- Green Line Extension. TAC continues to advocate for the Green Line Extension to Route 16 where it can be most useful to residents of Arlington.
- Advocate Educational Articles. Joint project with the Bicycle Advisory Committee and Walking in Arlington to publish monthly columns in the Arlington Advocate on transportation issues.

Reports

TAC studied and made recommendations to the Board of Selectmen or the Arlington Redevelopment Board on the following:

- Oakland Avenue, Gray Street and Cliff Street intersection
- Traffic Calming on Brunswick Road
- Stop Sign Request for Everett and Raleigh Streets.
- Thorndike Field Wayfinding
- North Union Street Parking
- MBTA Key Bus Routes Program, recommendations for the 77 bus route
- Crosswalk on Herbert Road at Magnolia Playground
- Hardy School: School Zone and Parking Changes
- Crosswalk on Herbert Road at Magnolia Playground
- Crosswalk at Mass. Ave./Water St./Spengler Way

In June of 2011, the TAC celebrated its 10th Anniversary as a Committee.

BICYCLE ADVISORY COMMITTEE

The Arlington Bicycle Advisory Committee (ABAC) was appointed by the Board of Selectmen in 1996 to advise the Town on improving local bicycling conditions for both residents and visitors. The all-volunteer Committee promotes all forms of safe bicycling on Town roadways and the Minuteman Bikeway, from recreational riding to using the bicycle for transportation and running errands.

ABAC's annual events include the ABAC Winter Social, the BIKE-Arlington Tour, and ABAC's Bicycling Information booth at Town Day in September.

ABAC meets monthly, usually the third Wednesday of the month, to discuss bicycle-related topics and issues in Town. If you are interested in local bicycling matters please attend an upcoming ABAC meeting. Meetings are posted in advance and open to the public. For more information, visit our website at www.abac.arlington.ma.us, contact the Department of Planning and Community Development at 781-316-3090, or e-mail tonkinc@comcast.net.

2011 Highlights

Over the last year the Arlington Bicycle Advisory Committee has worked on the following:

Organized our winter social at the Whittemore-Robbins House in February and enjoyed a presentation about the East Coast Greenway and how to plan for more bikeways and green corridors.

Members have been involved in the CLAMP (Clean Air and Mobility Program) proposal for the Arlington Center Safe Travel Project at the Mass. Ave./Route 60/Bikeway intersection. The report will be presented soon. The Committee members were present for the bidding process for the grant and in the ensuing discussions and public presentations after the grant had been awarded.

The Committee has been active in soliciting locations for new bike racks around town and in supervising their installation. Many of these racks have seen good use.

One of the ABAC members organized a spring cleanup of the Bikeway. This was very successful and had a wide cross section of local people picking up trash and detritus along the Arlington length of the Bikeway. Having learned our lessons from previous years, the cleanup was well organized and publicized in various groups, including the schools, Boy Scouts and Girl Scouts. It also was planned to take place before the vegetation "leafed out" improving visibility and access to the trash.

The annual Bike Tour of Arlington took place in the spring and, as per usual of late, was rather wet. Never the less we were able to show some people new ways around Arlington and parts of the Town that they had not seen before.

COMMUNITY DEVELOPMENT

An attempt to organize an information booth and bike safety check in the Bikeway was also thwarted by the rain. (We are overdue to have good weather at our next event!)

Members of the Committee have been involved in the discussion around the rebuilding of Mass. Ave. in the East Arlington section of Town.

The Committee has been involved in the ongoing work to update the Minuteman Bikeway Map, replacing the current map that is now out of print and unavailable, and making the new map available to the public and online. The project is funded by a DCR Recreational Trails Grant awarded to the three Bikeway communities; the program is entitled "Navigating the Minuteman Bikeway."

The Committee has been active in starting discussions with Lexington and Bedford in harmonizing signage along the whole length of the Bikeway, along with common policies that will give the whole trail a cohesive appearance.

ABAC members participated in three statewide bike and pedestrian counts on the Bikeway at its junction with Swann Pace. The numbers, available from the Planning Department, again reflect just how popular the BikeWay is as a multi-modal path.

ABAC again had a booth at Town Day and used the opportunity to signup about 30 new people to our email list, tell people what we do, and talk to people about cycling in and around Arlington. We also used the opportunity to do a little fund raising which helps offset the cost of such things as the booth itself and our winter social. As we did not pick the date, the weather was excellent!

Members of the Committee have recently met with the Town Manager to solicit support for applying for the national designation as a "Bike Friendly Community". Support was enthusiastically given and members of the Committee are actively compiling the data needed to support our application to the League of American Cyclists. This application is nearly complete and it is anticipated that the application will be submitted in February.

New member, Doug Greenfield has joined the executive board and is currently working on a new website for ABAC. The website should be up and running shortly. We currently have one open slot and are endeavoring to recruit a new member.

Members of the committees have been active in creating a series of transportation related articles entitled "Moving Together." The series is published in the local papers and on the Town's website about once a month. Our members have contributed to the discussion of the topics presented and the written bike themed articles.

Members of the Committee have also been involved in the pilot program of Safe Routes to School at

the Hardy School.

We thank the Selectmen and the Town for their support of our efforts. We plan to continue our hard work in the next year to make Arlington a bicycle friendly community.

Going forward, the Committee hopes to fill our vacant positions. We intend to get involved in the designation of Arlington as one of League of American Cyclists' Bike Friendly Communities. As part of this process we hope to develop a Bike Plan for Arlington.

HOUSING AUTHORITY

The Arlington Housing Authority (AHA) is proud of its distinction of being the largest single provider of affordable housing in the community.

The Arlington Housing Authority manages 1,156 housing units: 520 units for elderly and/or residents with disabilities, 180 units designated for family housing, a home for 13 mentally challenged residents, one domestic violence unit, and 442 vouchers that help participants live in privately-owned dwellings throughout the community.

This year marks the Arlington Housing Authority's sixty-third year offering housing to low and moderate income persons either through direct housing in government-owned developments or subsidized housing in privately owned dwellings.

The Authority is a quasi-governmental agency that administers these programs sponsored by the State or Federal government. Properties owned by the Authority are exempt from local property taxes, yet the Authority annually pays the maximum "in lieu of" taxes as allowed by state statute.

Board of Commissioners

The Board of Commissioners of the Authority is the policy making body of the agency. The five members of the Arlington Housing Authority's Board of Commissioners are: Chairman Richard B. Murray, Vice-Chairman Teresa J. Walsh, and Members Nicholas Mitropoulos, Daniel F. Brosnan, and Brian J. Connor

The Executive Director, John J. Griffin, is appointed by the Board of Commissioners and manages the day to day operations of the Authority.

Year in Review

In 2011 the Arlington Housing Authority suffered a tragic loss of its Chairman, Brian R. Greeley. Brian was an active chairman and a strong housing leader and advocate for the people of Arlington. Because of Brian's leadership, the AHA created and began a domestic violence program which we will be expanding in 2012 by adding a second unit to the program. Brian was also instrumental in working with the Town of Arlington with the renovation of the Plaza located at the Cusack

Terrace building. The plaza was completely renovated and a new covered seating area added for the benefit of the residents of Cusack Terrace. The Arlington Housing Authority Board has voted to name and dedicate the plaza as the Brian R. Greeley Memorial Plaza in his honor. A ceremony is planned for early 2012.

In a joint meeting with the Arlington Board of Selectman and the remaining members of the Arlington Housing Authority Board, Daniel F. Brosnan was appointed to fill the vacancy created by the passing of Brian R. Greeley.

The AHA continued in its efforts to modernize its properties and programs to better serve the needs of the community in the expansion of its tenant services support programs, and worked on creative partnerships with many housing groups and service providers in the community.

Properties

The AHA continues to make energy efficiency a major priority at all of our buildings. By bringing gas to the 144 unit Hauser building and the 72 units at Drake Village it was able to remove a 2,400 gallon electric hot water system and replace it with new energy efficient gas hot water system. A new gas hot water system was also added to the 100 unit Chestnut Manor building and the Authority was awarded funds to study the possibility of a Cogen System at the 133 unit all electric Winslow Tower building.

We continue to take advantage of the NSTAR low income energy program by adding new efficient hallway lighting replacing the old fluorescent lighting fixtures in all of our elderly buildings.

Safety and Security has been upgraded at all of our buildings by working with the Fire Department. All our senior buildings are now using the new wireless technology for our fire alarm systems. Message boards have been installed in all our properties so we can notify residents of issues or just to keep them up to date on programs and happenings in each of the buildings.

Lobby areas and hallways were updated and painted. Pictures and new flat panel TV's were added in the community rooms. We look forward to continuing the modernization in 2012 by replacing roofs at the Drake Cottages updating the rear entrance at Chestnut Manor as well as continuing our sidewalk replacement program in the Menotomy Manor family development.

Community Partnerships

2011 was a great year in expanding our partnerships with a number of community service program providers. The Authority continued to take advantage of the Community Work Program (CWP) sponsored by the Middlesex Sheriff's Office. For the eleventh year in a row, inmates under the supervision of correctional personnel assisted the AHA maintenance staff in its spring

and fall cleanup efforts.

Minuteman Senior Services has been so successful at our Drake Village location by providing services to our seniors and a meals program. The AHA Board of Commissioners along with Minuteman has agreed to work with Tufts on a health care exercise and nutrition program at our facilities. In partnership with Minuteman, we have provided an emergency senior domestic violence unit in one of our properties.

In 2009 the Arlington Boys and Girls Club and Fidelity House opened their afternoon programs in our Menotomy Manor Development. The programs provide homework help, games, and programs for our young residents of Menotomy Manor. These programs have been extremely successful throughout 2011, with a large number of residents participating.

Once again Operation Success continues to be a major factor in improving grades by providing homework help and guidance for the residents of Menotomy Manor. In 2011 more families participated than ever before. Janet Maguire and Peggy Regan run this program with a large group of young volunteers.

The new Domestic Violence Program created by the Arlington Housing Authority, the Board of Health, and the Arlington Police Department began in 2011. The AHA was awarded funding through the Community Development Block Grant Program (CDBG) for the purchases of a 2 bedroom unit for temporary housing for victims of domestic violence. Funding for a second unit has been awarded to the AHA and it is anticipated to be purchased in 2012.

The Arlington Housing Authority Board would like to thank all our partners for their hard work and we look forward to many new and exciting ideas being put into action in the coming year.

Challenges Ahead

Many of our 520 elderly disabled housing units were built in the 1950's, 1960's and 1970' and are in desperate need of modernization and energy efficient systems as well as roofs, windows, kitchens, and bath upgrades. The majority of them are heated by electricity with the Authority paying all the utilities while the tenants pay 30% of their income towards rent, in accordance with state regulations. With many of our residence living on social security or having little or no income, there is little hope that the Housing Authority will be able to make the necessary modernization needed in the coming years without help.

Because the AHA serves the lowest of income residents, 95% of them would not be able to afford the rent in the new affordable housing units being constructed in Town. On our current waitlist 86% of the applicants have incomes below \$10,000 and many of them receive only temporary assistance in the amount of \$3,000 per year.

COMMUNITY DEVELOPMENT

Administrative Services

The Housing Authority continues to be a member of the MassNAHRO Centralized Section 8 Wait List program. The list is now open to all daily. Arlington residents are given a preference.

The AHA's website, www.arlingtonhousing.org, provides valuable information to those wishing to learn more about the AHA and its programs. You may now also search for and become a fan of the Arlington Housing Authority on Facebook.

Wait Lists

Stated-Aided Elderly/Handicap One Bedroom Units

Arlington Applicants: 69

Non-Arlington Applicants: 174

Total 243

State-Aided Family 2-Bedroom Units

Arlington Applicants: 7

Non-Arlington Applicants: 250

Total 257

State-Aided Family 3-Bedroom Units

Arlington Applicants: 5

Non-Arlington Applicants: 142

Total 147

Section 8 Wait List

Arlington Applicants: *438

** Because Arlington is on a centralized wait list, the Section 8 wait list is extremely long; therefore, only Arlington residents are listed for this program*

State Program Rents

Average Elderly/Handicap Monthly Rent: \$382/month (includes heat and lights)

Average Family Monthly Rent: \$469/month (tenant pays utilities)

Tenant Services

Beth Hosman and Mary Maher, Tenant Service Coordinators, continued their active participation in monthly meetings with the presidents of the tenant associations. These regular meetings help ensure communication between our agency and residents benefit of our elderly tenants.

Property Manager, Janet Doyle, relocated her office to the Menotomy Manor Family Development. This helped the AHA's effort to better communicate with residents and to better manage our properties and has had a very positive effect. Residents really appreciate her efforts in making the Manor a great place to live.

For the second time the AHA participated in National Night Out at Menotomy Manor. National Night Out

is the celebration between the AHA, The Arlington Police Department, and the community. It is a going away celebration of crime and drugs in our community. The AHA would like to thank Chief of Police Fred Ryan, Officer James Smith, and the entire Arlington Police Department for their efforts with the Arlington Housing Authority.



National Night Out

Annual Cookouts

The annual cookouts for the elderly and disabled residents were held in each of our four elderly/handicap developments. The Cruise theme was a complete success. The AHA salutes the following 2011 Tenant of the Year award recipients: Charles Clement (Drake Village), Pat Porter and Marilyn Ruma (Chestnut Manor), Claire Caggiano (Winslow Towers), and Janice Ferrone (Cusack Terrace). Tenants balloted for the winners in their respective building. The success of this outing was the direct result of the combined efforts of both Maintenance and Administration staff.

Personnel

The Arlington Housing Authority would like to thank all its employees for their dedication throughout the year. We further would like recognize the service of the Phil Whitney who retired at the beginning of this year from our maintenance department after 31 dedicated years of service to the AHA. Phil was an outstanding housing authority employee. We wish him well in his retirement. He will be missed by all.

VISION 2020

Background

Recognizing the need in Arlington for broad, long-range planning, in June of 1990 the Town created the Vision 2020 Steering Committee, made up of Town leadership, Town employees and townspeople. This committee then launched a two year exploration process which resulted in the formulation of goals, strategies and actions to address this planning need.

Following the recommendation of the Steering Committee for a more permanent structure,

Town Meeting created the Vision 2020 Standing Committee as an official Committee of the Town on June 8, 1992. With the motto "A Proud Past, A Focused Future," the committee was charged to

"...ensure the long range planning process initiated by the Town in 1990, ...also to create, implement, monitor, and review methods for open, town-wide public participation in the Vision 2020 process."

Town Goals covering the areas of Business, Communication, Community and Citizen Service, Culture and Recreation, Diversity, Education, Environment, Fiscal Resources, and Governance were adopted as by-law at the 1993 Annual Town Meeting for the "...Town to consider as it conducts its business." These goals are supported by individual Task Groups which have representatives on the Standing Committee. Three additional groups have formed under the Environment Task Group - the Spy Pond, Reservoir, and Sustainable Arlington Committees. The Standing Committee also includes Town leadership and may have a student representative from Arlington High School.

To this day the Standing Committee and its Task Groups continue efforts to bring the Town closer to the intent of these goals by partnering with Town groups and residents. These endeavors run the gamut from awareness/appreciation pieces on Town resources to planning for improvement of Town practices; from development of Town Meeting warrant articles to forums on emerging issues; from the creation of publications to actual physical improvements. The Standing Committee and its goal-supporting Task Groups are responsible for annual Town-wide surveys.

Notable Standing Committee/Task Group Activities

Employing the concept that while you are being counted, your opinions count too, the Vision 2020 Standing Committee, its Task Groups as well as Town Departments created, tallied, and analyzed 4,073 resident responses to the 2011 Vision 2020 Annual Survey, an insert to the Town's Annual Census Mailing.

Twenty-one (21%) of all Arlington households responded to this survey in just six weeks, 3,079 on paper and 994 online. This is the second year in a row with more than 4,000 household responses.

The demographics page shows that respondents were well distributed across Town.

Titled Truth and Consequences: You Can Influence the Difficult Decisions, the 2011 survey focused on the Town's anticipated large budget deficit for FY2012. While Arlington had experienced many successes in 2010, especially in energy improvements and its designation as a Green Community, slow revenue growth and the fact that costs were out pacing revenues presented a crisis.

Residents were thus asked to make single solution choices to questions on each Town Department's antici-

pated shortfall. Survey response options were: Make the Full Cuts; Pay-As-You-Throw (PAYT) and Smaller Cuts; 3yr Override and Smaller Cuts; or 5yr Override and Minimal Cuts. It is notable that no department gathered "Make the Full Cuts" as a majority solution. Additional questions asked whether respondents would raise revenues to offset the projected deficits by 3yr Override, 5yr override or PAYT solutions as well as implementing the Community Preservation Act (CPA) program or using Stabilization Funds to offset the deficit.

Residents were also queried on their experience with parking, as well as their knowledge and use of certain advantages that come from living in Arlington with its convenient bicycle routes, many senior transportation services, water bodies, and surrounding areas.

A summary and analysis of the household responses received by March 15, 2011 was reported to Town Meeting, Town officials and departments in May under the Annual Town Meeting's Article 2, and is printed here immediately following this report. It is also posted on the Town's website at arlingtonma.gov/vision2020. Data gleaned from this survey continues to be useful to Town officials and departments for planning and evaluation purposes.

Additional Activities

Was recognized along with the Town by the Pioneer Institute with an award of \$3,000 for its 2010 Annual Survey - Looking Ahead: Services & Revenues in the Balance - We Invite Your Input.

Again sponsored a Warrant Article for the 2010 Annual Town Meeting to appropriate monies from the general tax to the Water Bodies Fund for the purpose of maintaining, treating, and providing oversight of all the Town's water bodies. This account/fund may receive monies from the general tax, including the possibility of borrowing, gifts, or grants. These monies are expended under the direction of the Town Manager who will report to each Annual Town Meeting on the revenues and expenditures of the fund, as well as a projection for future needs.

With the help of Arlington High School's Work-place students and many residents, flyers were distributed to all residences in the entire 748 acre Spy Pond Watershed warning of the impact high-phosphorous fertilizers have on weed growth at Spy Pond or any water body, and announcing events affecting the area such as EcoFest and Spy Pond Trails Day.

Provided a night of Spy Pond Stories: Fish, Fables and Tall Tales featuring Eva Balazs, Eric Harrison, Bill Eykamp, Shayna and Herb Loeffler, and former resident and poet/musician Dudley Laufman.

Planned and implemented the Seventh Annual Spy Pond Trails Day at the Pond's southern path abutting the Route 2 exit ramp, focusing on tree pruning, invasive plant, and trash removal with help from com-

COMMUNITY DEVELOPMENT

munity groups, neighbors, the Arlington & Belmont High School Crew Team, and the Boston- Area Appalachian Mountain Club.

For the third year, identified and treated the areas of Phragmites (common reed) invasion around Spy Pond; assessed the effectiveness of the previous fall's treatment; helped take down the dead treated plants; investigated the best method of diminishing the remaining presence of this invasive plant; raised funds to augment the Town's Water Bodies Fund to address this problem, and helped the Town develop a process for a late-summer/early-fall, 2011 phragmites treatment - all in consultation/cooperation with Arlington's Conservation Commission.

With the Arlington League of Women Voters, sponsored a program for new Town Meeting Members featuring Town Moderator John Leone outlining the nature and details of the Town Meeting form of government.

Also co-sponsored the annual Candidates' Night program with the League of Women Voters.

Helped select titles for the 2011 Community Book Read on the topic of immigration and/or Islam; the title chosen was Zeitoun by Dave Eggers.

With the Commission on Disability, hosted the third Annual Job Fair in the Town Hall Auditorium with 24 employers and more than 240 prospective employees attending.

Facilitated gatherings for speakers of Spanish.

Continued to provide leadership to the Superintendent's Advisory Committee on Diversity, advocating for recruiting and employing minority staff for both Arlington's public Schools and Town positions.

Formulated a Public Art Committee under the Culture and Recreation Task Group in conjunction with the Arlington Center for the Arts to promote the support and creation of more art for our public spaces.

With the Town and other environmentally-connected groups, helped plan and present EcoFest with an emphasis on water, its functions and resources. Began planning for EcoFest 2012 with a food theme and titled "Locavoracious...About Food!"

With DPW, the Arlington Garden Club and others, wrote and received a grant from the New England Grassroots Environment Fund to create and install an educational community rain garden at lower Pond Lane and Spy Pond Park to mitigate the effects of runoff and flooding to the area. An additional grant from the Arlington Cultural Council will be used for a collaborative garden signage project created by students from the Hardy School.

Through a Home Energy Check campaign, signed up over 400 Arlington residents for a free MassSave energy audit.

Continued to participate on the Town Manager's Energy Working Group implementing the 20% energy reduction plan, fulfilling a requirement of Arlington's

Green Community state designation.

Collaborated with numerous Town departments, committees, and nonprofits to facilitate Windows on Water, a year-long focus on water issues.

Hosted a Climate Summer student intern group and engaged them with broader community projects such as a Climate Cafe, pulling invasive pond-side plants, and identifying locations for additional public tree plantings.

Encouraged creating more bus shelters along Arlington's bus routes.

Created a Town Hall exhibit called Our Fragile Earth.

Worked with the DPW and the Recycle Committee on a possible Pay-As-You-Throw program and also on a plan for curbside food waste collection to further reduce the solid waste trash stream.

Met with knowledgeable horticulturists, residents, and the Department of Public Works to construct a plan for the installation of two Wildlife Habitat Gardens (one on either side of the newly constructed large spillway at the Arlington Reservoir). With the help of DPW, the Arlington Land Trust, and many residents prepared the garden sites, installed many varieties of native shrubs and wildflowers as well as a water line to the sites, and maintained the gardens through the summer and fall months.

After a two year study, prepared a Retrospective Analysis Report on Arlington's Recently Completed Five Year Financial Plan, documented the work done, and presented it to the Town Manager and the Long Range Planning Committee. This study contains lessons learned that might be applied to a future plan.

Updated the interactive annual program My Tax Dollars for FY 2011 for use on the Town's website.

Began to study the Land Value Tax as a possible way to encourage new growth, and met with the Board of Assessors to discuss this topic.

Again presented task group displays at Robbins Library as well as Vision 2020 and all its projects at Town Day hoping to engage new volunteers for its task groups and awareness of its overall mission.

Recognition

Vision 2020 appreciates all who contribute to this program, their skills and expertise, persistence, opinions, research, note-taking, grant writing, web posting, physical labor, planning, program creation and creative ideas - all offered generously - have truly enabled Arlington's Vision 2020 to assist the Town in addressing some of its current and future issues and challenges



To: Town Meeting Members and Town Officials

From: Vision 2020 Standing Committee and Task Group Chairs

Co-Chairs: Jo-Martha Glushko and Jane Howard
Paul Bayer, Kathleen Bodie, John Budzyna, Joe Connelly, Andrew Fischer,
Bruce Fitzsimmons, Jacob Friis, Mary Harrison, William Hayner, Gordon Jamieson,
Elizabeth Karpati, Annie LaCourt, John Leone, Joshua Lobel, Gail McCormick,
Charlotte Milan, Brucie Moulton, Cheryl Miller, Angela Olszewski, Stephen Ricci,
Cindy Starks, Brian Sullivan and David White

Date: May 16, 2011

Subject: The Vision 2020 Report to 2011 Annual Town Meeting

The Vision 2020 Standing Committee and its Task Groups are pleased to present the following report covering Vision 2020 projects and activities for Calendar Year 2010 as well as January-April, 2011. The report can be found in three areas:

- The first, on pages 100-113 of the Community Development section of the Town's *2010 Annual Report*, presents a short history of Vision 2020's 21-year existence and specific accomplishments for the year 2010 as well as the results and analysis of the 2010 Vision 2020 Annual Survey - *Looking Ahead: Services & Revenues in the Balance: We Invite Your Input*.
- The second is included here by reference to Warrant Article # 65 - Appropriation/Arlington's Water Bodies Fund. The recommended vote of the Finance Committee can be found in their 2011 Report to the Annual Town Meeting.
- The third, a summary and analysis of the 4073 Arlington household responses received by March 15, 2011 to the 2011 Vision 2020 Annual Survey - *Truth and Consequences; You Can Influence the Difficult Decisions* - can be found in this booklet. Twenty-one (21%) of Arlington's households responded to this survey in just six weeks, 3,079 on paper and 994 online. This is the second year in a row with more than a 4000 household responses, and the demographics page shows that respondents are well distributed across town.

Focusing on the Town's anticipated deficit, residents were asked to make a single solution choice to each Town Department shortfall question. The options were Make the Full Cuts, Pay-As-You-Throw and smaller cuts, 3yr Override and smaller cuts, or 5yr Override and minimal cuts. It is notable that no department gathered "Make the Full Cuts" as a majority solution. Additional questions asked whether respondents would raise revenues to offset the projected deficits by 3yr, 5yr or Pay-As-You-Throw solutions.

Residents were also queried on their knowledge and use of certain advantages that come from living in Arlington with its convenient bicycle routes, many senior transportation services, water bodies and surrounding areas.

Our report and these survey results, as well as further analysis by demographic categories, will be available on the Town website at www.arlingtonma.gov/vision2020.

Vision2020 Annual Survey -- 2011

Demographics Overview

Total Number of Responses	4,073
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Paper or Survey Monkey Submission

Source1	#
online	994
paper	3,079
(Blank)	

Precinct

Precinct1	#	Pct of Total
prec. 1	122	3.0%
prec. 2	186	4.6%
prec. 3	159	3.9%
prec. 4	176	4.3%
prec. 5	156	3.8%
prec. 6	166	4.1%
prec. 7	162	4.0%
prec. 8	185	4.5%
prec. 9	188	4.6%
prec. 10	219	5.4%
prec. 11	186	4.6%
prec. 12	214	5.3%
prec. 13	147	3.6%
prec. 14	184	4.5%
prec. 15	188	4.6%
prec. 16	209	5.1%
prec. 17	115	2.8%
prec. 18	181	4.4%
prec. 19	192	4.7%
prec. 20	163	4.0%
prec. 21	177	4.3%
(Blank)	398	9.8%

Number of Students in Public School

# Students in Public School	#
none	2,375
one	462
two	336
three	53
four	4
(Blank)	842
>>4	1

Number of Students not in Public School

# Students not in Public School	#
none	2,794
one	197
two	64
three	12
four	7
>>4	3
(Blank)	996

Residence Type

Residence Type	#
Single-Fam.	2,307
2-3 family home	867
4-8 unit bldg.	98
9+ unit bldg.	359
(Blank)	442

Years lived in Arlington

Years Lived in Arlington	#
<<5 yrs.	871
5-15 yrs.	1,236
>>15 yrs.	1,694
(Blank)	272

Own or Rent1	#
own	3,096
rent	874
(Blank)	103

Number of People < 5 Years Old

# People < 5	#
none	2,535
one	426
two	192
three	13
(Blank)	907

Number of People 18-64 Years Old

# People 18-64	#
none	481
one	829
two	1,996
three	243
four	103
>>4	32
(Blank)	389

Number of People 75-84 Years Old

# People 75-84	#
none	2,775
one	270
two	115
three	2
four	1
>>4	1
(Blank)	909

Seniors Only in Household

65+ Only	#
Under 65	3,076
Over 65 Only	994
(Blank)	3

Preferred method of Emergency Contact1	#
E-Mail	1,357
TextMessaging	383
Cell Phone	398
Telephone	1,770
(Blank)	165

Number of People < 18 Years Old

# People < 18	#
none	1,988
one	531
two	629
three	140
four	12
>>4	4
(Blank)	769

Number of People 65-74 Years Old

# People 65-74	#
none	2,534
one	434
two	173
three	5
>>4	2
(Blank)	925

Number of People 85+ Years Old

# People 85+1	#
none	2,983
one	138
two	31
three	3
four	1
>>4	1
(Blank)	916

Children in Public Schools

Have Children in Public School1	#
No/Blank	3,217
Yes	856
(Blank)	

Spend Elder Years in Arlington1	#
Yes	1,601
No	439
Don't Know	1,909
(Blank)	123
5	1

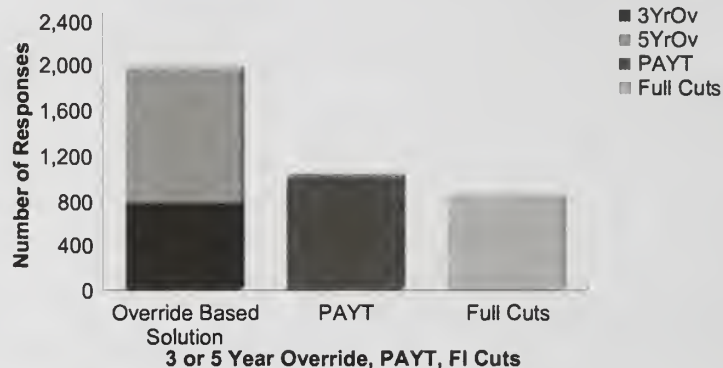
Vision2020 Annual Survey -- 2011



Summary of All Questions

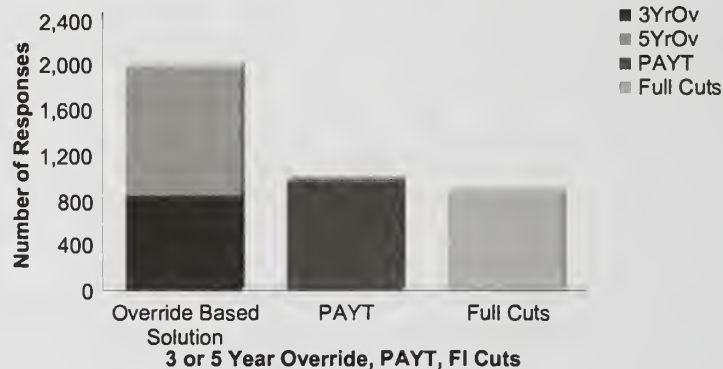
How to Deal with Fire Department Challenge

Override Based Solution		Override Based Solution	PAYT	Full Cuts	Total Valid Responses
3YrOv	5YrOv				
779	1,188	1,967	998	826	3,791
20.5%	31.3%	51.9%	26.3%	21.8%	100.0%



How to Deal with Police Department Challenge

Override Based Solution		Override Based Solution	PAYT	Full Cuts	Total Valid Responses
3YrOv	5YrOv				
841	1,143	1,984	967	872	3,823
22.0%	29.9%	51.9%	25.3%	22.8%	100.0%



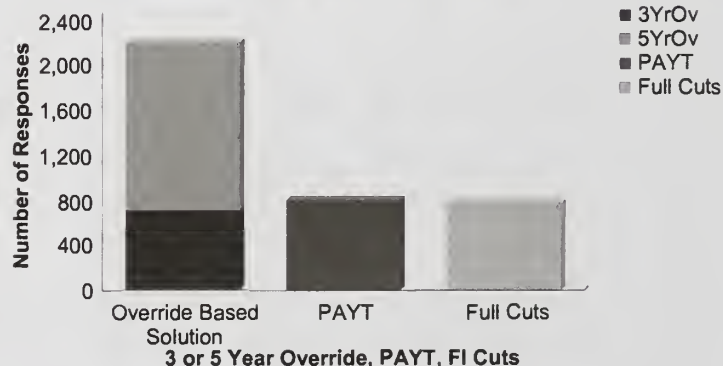
How to Deal with Library Challenge

Override Based Solution		Override Based Solution	PAYT	Full Cuts	Total Valid Responses
3YrOv	5YrOv				
694	966	1,660	1,033	1,129	3,822
18.2%	25.3%	43.4%	27.0%	29.5%	100.0%



How to Deal with Schools Challenge

Override Based Solution		Override Based Solution	PAYT	Full Cuts	Total Valid Responses
3YrOv	5YrOv				
721	1,489	2,210	804	769	3,783
19.1%	39.4%	58.4%	21.3%	20.3%	100.0%

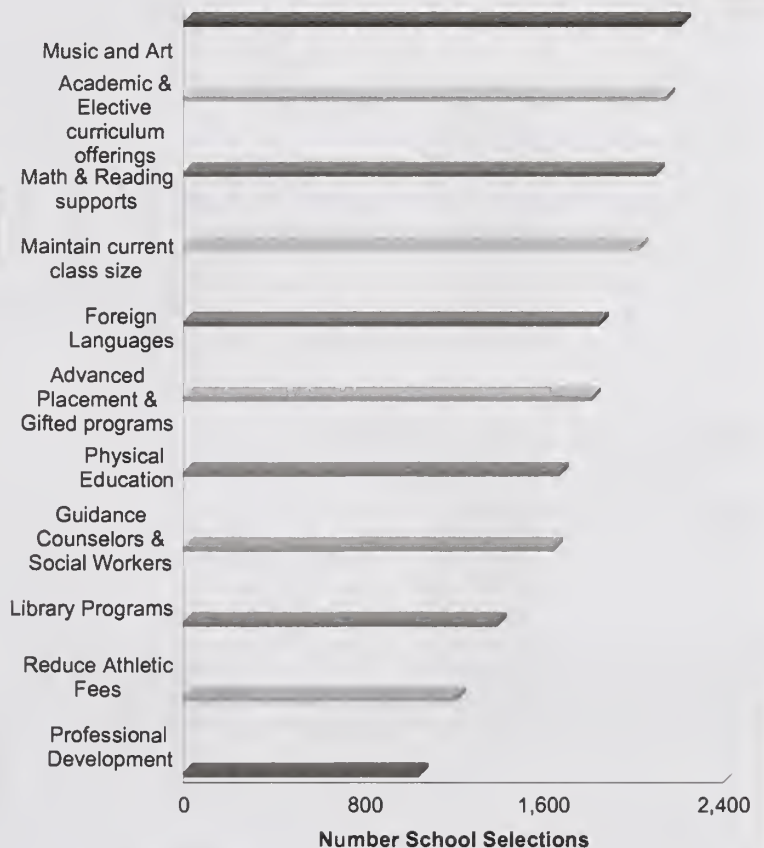


Vision2020 Annual Survey -- 2011

School Priorities

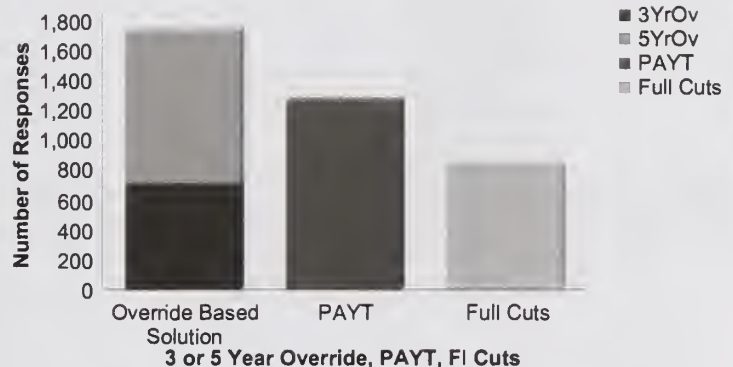
(Note: There were 899 responses who designated "All of the Above". In these cases, one count was added to each of the categories.)

	Number School Selections
Music and Art	2,218
Academic & Elective curriculum offerings	2,147
Math & Reading supports	2,102
Maintain current class size	2,027
Foreign Languages	1,851
Advanced Placement & Gifted programs	1,816
Physical Education	1,674
Guidance Counselors & Social Workers	1,647
Library Programs	1,397
Reduce Athletic Fees	1,215
Professional Development	1,049



How to Deal with Snow Removal Challenge

Override Based Solution		Override Based Solution	PAYT	Full Cuts	Total Valid Responses
3YrOv	5YrOv				
712	1,012	1,724	1,256	824	3,804
18.7%	26.6%	45.3%	33.0%	21.7%	100.0%



How to Deal with Street Repair Challenge

Override Based Solution		Override Based Solution	PAYT	Full Cuts	Total Valid Responses
3YrOv	5YrOv				
704	855	1,559	1,258	989	3,806
18.5%	22.5%	41.0%	33.1%	26.0%	100.0%



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How to Deal with Parks and Field Maintenance Challenge

Override Based Solution		Override Based Solution	PAYT	Full Cuts	Total Valid Responses
3YrOv	5YrOv				
658	781	1,439	1,377	993	3,809
17.3%	20.5%	37.8%	36.2%	26.1%	100.0%

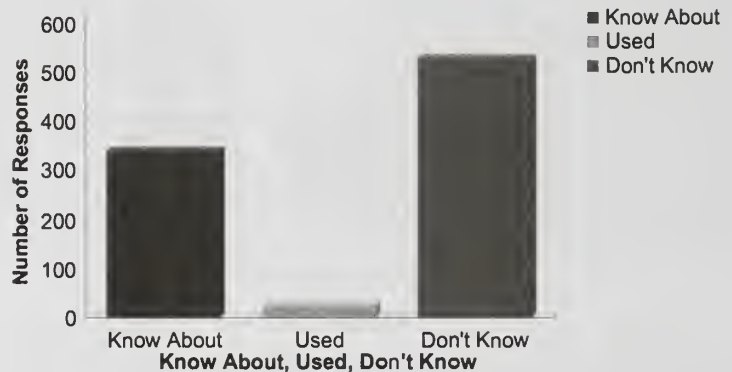


Quality of Life Factors

Senior Transportation

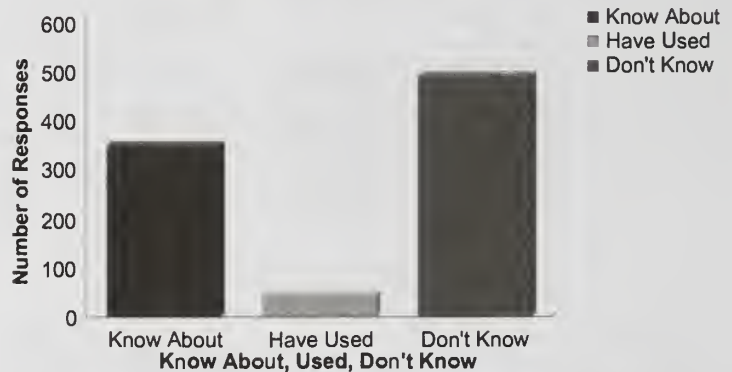
COA Dial-A-Ride

Know About	Used	Don't Know	Total Valid Responses
339	24	527	890
38.1%	2.7%	59.2%	100.0%



COA Senior Center Van

Know About	Have Used	Don't Know	Total Valid Responses
349	45	491	885
39.4%	5.1%	55.5%	100.0%



COA Medical Appointement Van

Know About	Have Used	Don't Know	Total Valid Responses
271	32	572	875
31.0%	3.7%	65.4%	100.0%



Vision2020 Annual Survey -- 2011

COA Medical Escort Services

Know About	Have Used	Don't Know	Total Valid Responses
176	25	649	850
20.7%	2.9%	76.4%	100.0%



COA Sanborn Transport

Know About	Have Used	Don't Know	Total Valid Responses
161	18	674	853
18.9%	2.1%	79.0%	100.0%



SCM Paul's Ride

Know About	Have Used	Don't Know	Total Valid Responses
96	16	794	906
10.6%	1.8%	87.6%	100.0%



SCM Door to Door Arts

Know About	Have Used	Don't Know	Total Valid Responses
74	8	758	840
8.8%	1.0%	90.2%	100.0%



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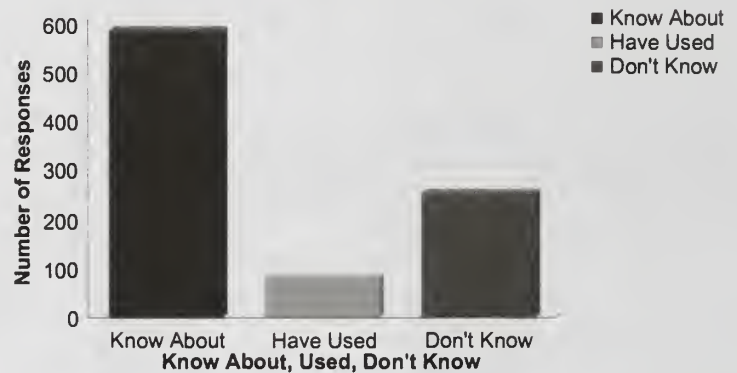
Stop and Shop Van

Know About	Have Used	Don't Know	Total Valid Responses
178	17	671	866
20.6%	2.0%	77.5%	100.0%



MBTA The Ride

Know About	Have Used	Don't Know	Total Valid Responses
585	82	253	920
63.6%	8.9%	27.5%	100.0%



MBTA Bus

Know About	Have Used	Don't Know	Total Valid Responses
304	727	118	1,149
26.5%	63.3%	10.3%	100.0%



Vision2020 Annual Survey -- 2011

Senior Transportation Services

		Have Used	Know About	Don't Know	Total Valid Choices
COA Dial a Ride	#	49	339	527	915
	%	5.4%	37.0%	57.6%	100.0%
COA Senior Center Van	#	45	349	491	885
	%	5.1%	39.4%	55.5%	100.0%
COA Medical Appointment Van	#	32	271	572	875
	%	3.7%	31.0%	65.4%	100.0%
COA Medical Escort Services	#	25	176	649	850
	%	2.9%	20.7%	76.4%	100.0%
COA Sanborn Transport	#	18	161	674	853
	%	2.1%	18.9%	79.0%	100.0%
SCM Paul's Ride	#	16	96	794	906
	%	1.8%	10.6%	87.6%	100.0%
SCM Medical Appointment Rides	#	20	142	697	859
	%	2.3%	16.5%	81.1%	100.0%
SCM Door to Door Arts	#	8	74	758	840
	%	1.0%	8.8%	90.2%	100.0%
Stop and Shop Van	#	17	178	671	866
	%	2.0%	20.6%	77.5%	100.0%
MBTA The Ride	#	82	585	253	920
	%	8.9%	63.6%	27.5%	100.0%
MBTA Bus	#	727	304	118	1,149
	%	63.3%	26.5%	10.3%	100.0%

Older Drivers

Driver Ages	Number Older Drivers
60-64 years	634
65-74 years	579
75-84 years	269
85 or older	78

Arlington's Seven Waterbodies

		Use	Know/Don't Use	Don't Know	Total Valid Choices
Alewife Brook	#	356	2,413	405	3,174
	%	11.2%	76.0%	12.8%	100.0%
Arlington Reservoir	#	1,269	1,727	279	3,275
	%	38.7%	52.7%	8.5%	100.0%
Hills Pond/Menotomy Park	#	1,006	1,353	789	3,148
	%	32.0%	43.0%	25.1%	100.0%
Mill Brook	#	275	2,046	792	3,113
	%	8.8%	65.7%	25.4%	100.0%
Mystic Lakes	#	828	2,059	313	3,200
	%	25.9%	64.3%	9.8%	100.0%
Mystic River	#	584	2,342	231	3,157
	%	18.5%	74.2%	7.3%	100.0%
Spy Pond	#	1,671	1,539	101	3,311
	%	50.5%	46.5%	3.1%	100.0%

Bicycle Commuting

Commuting Route	Number Bike Commuting Choices
Mass. Ave->Camb/Boston	285
BikePath->Camb/Boston	542
Mass. Ave->Lex	74
BikePath->Lex	183
Rt. 60 -> Belmont/Waltham	58
Rt. 60 -> Medford	31
Other Commuting Routes	162

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Revenue Options

Support for 3-Year Override

Number of Responses	Yes	No	Total	% Yes	% No
online	435	384	819	53.1%	46.9%
paper	1,289	1,238	2,527	51.0%	49.0%
(Blank)					
Total	1,724	1,622	3,346	51.5%	48.5%



Support for 5-Year Override

Number of Responses	Yes	No	Total	% Yes	% No
online	407	444	851	47.8%	52.2%
paper	1,007	1,562	2,569	39.2%	60.8%
(Blank)					
Total	1,414	2,006	3,420	41.3%	58.7%



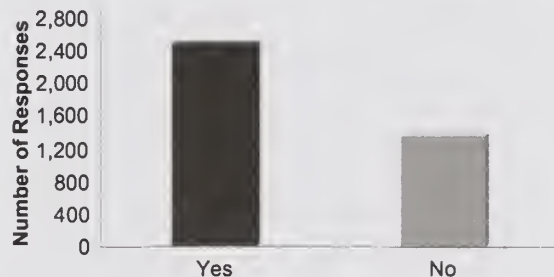
Support for 3-Year OR 5-Year Override

Number of Responses	Yes	No	Total	% Yes	% No
online	649	345	994	65.3%	34.7%
paper	1,868	1,211	3,079	60.7%	39.3%
(Blank)					
Total	2,517	1,556	4,073	61.8%	38.2%



Support for Pay As You Throw (PAYT)

Number of Responses	Yes	No	Total	% Yes	% No
online	639	292	931	68.6%	31.4%
paper	1,839	1,063	2,902	63.4%	36.6%
(Blank)					
Total	2,478	1,355	3,833	64.6%	35.4%



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Detailed Analysis for Override Solution

Support for Override Solution

Number of Responses	Yes	No	Total	% Yes	% No
Total	2,517	1,556	4,073	61.8%	38.2%
online	649	345	994	65.3%	34.7%
paper	1,868	1,211	3,079	60.7%	39.3%
(Blank)					
Have Students in Public School					
No/Blank	1,863	1,354	3,217	57.9%	42.1%
Yes	654	202	856	76.4%	23.6%
(Blank)					
Years lived in Arlington					
<<5 yrs.	621	250	871	71.3%	28.7%
5-15 yrs.	881	355	1,236	71.3%	28.7%
>>15 yrs.	887	807	1,694	52.4%	47.6%
(Blank)	128	144	272	47.1%	52.9%
Only Seniors (65+) In Household					
Under 65	2,031	1,045	3,076	66.0%	34.0%
Over 65 Only	483	511	994	48.6%	51.4%
(Blank)	3				
Own or Rent					
own	1,840	1,256	3,096	59.4%	40.6%
rent	625	249	874	71.5%	28.5%
(Blank)	52	51	103	50.5%	49.5%
Support Pay as You Throw (PAYT)					
Yes	1,757	721	2,478	70.9%	29.1%
No	707	648	1,355	52.2%	47.8%
(Blank)	53	186	239	22.2%	77.8%

Number of Responses	Yes	No	Total	% Yes	% No
Precinct					
prec. 1	82	40	122	67.2%	32.8%
prec. 2	115	71	186	61.8%	38.2%
prec. 3	122	37	159	76.7%	23.3%
prec. 4	111	65	176	63.1%	36.9%
prec. 5	103	53	156	66.0%	34.0%
prec. 6	94	72	166	56.6%	43.4%
prec. 7	117	45	162	72.2%	27.8%
prec. 8	122	63	185	65.9%	34.1%
prec. 9	117	71	188	62.2%	37.8%
prec. 10	144	75	219	65.8%	34.2%
prec. 11	109	77	186	58.6%	41.4%
prec. 12	138	76	214	64.5%	35.5%
prec. 13	78	69	147	53.1%	46.9%
prec. 14	123	61	184	66.8%	33.2%
prec. 15	105	83	188	55.9%	44.1%
prec. 16	134	75	209	64.1%	35.9%
prec. 17	65	50	115	56.5%	43.5%
prec. 18	98	83	181	54.1%	45.9%
prec. 19	111	81	192	57.8%	42.2%
prec. 20	105	58	163	64.4%	35.6%
prec. 21	118	59	177	66.7%	33.3%
(Blank)	206	192	398	51.8%	48.2%
Residence Type					
Single-Fam.	1,381	926	2,307	59.9%	40.1%
2-3 family home	560	307	867	64.6%	35.4%
4-8 unit bldg.	71	27	98	72.4%	27.6%
9+ unit bldg.	228	131	359	63.5%	36.5%
(Blank)	277	165	442	62.7%	37.3%

COMMUNITY DEVELOPMENT

Vision2020 Annual Survey -- 2011



Detailed Analysis for Pay As You Throw Solution

Support for Pay As You Throw (PAYT)

Number of Responses	Yes	No	Total	% Yes	% No	Number of Responses	Yes	No	Total	% Yes	% No
Total	2,478	1,355	3,833	64.6%	35.4%	Precinct					
online	639	292	931	68.6%	31.4%	prec. 1	67	42	109	61.5%	38.5%
paper	1,839	1,063	2,902	63.4%	36.6%	prec. 2	107	71	178	60.1%	39.9%
(Blank)						prec. 3	110	39	149	73.8%	26.2%
Have Students in Public School						prec. 4	109	57	166	65.7%	34.3%
No/Blank	1,869	1,146	3,015	62.0%	38.0%	prec. 5	91	52	143	63.6%	36.4%
Yes	609	209	818	74.4%	25.6%	prec. 6	106	45	151	70.2%	29.8%
(Blank)						prec. 7	101	58	159	63.5%	36.5%
Years lived in Arlington						prec. 8	132	45	177	74.6%	25.4%
<<5 yrs.	591	225	816	72.4%	27.6%	prec. 9	126	49	175	72.0%	28.0%
5-15 yrs.	863	318	1,181	73.1%	26.9%	prec. 10	148	61	209	70.8%	29.2%
>>15 yrs.	891	713	1,604	55.5%	44.5%	prec. 11	102	75	177	57.6%	42.4%
(Blank)	133	99	232	57.3%	42.7%	prec. 12	152	59	211	72.0%	28.0%
Only Seniors (65+) In Household						prec. 13	72	67	139	51.8%	48.2%
Under 65	2,004	923	2,927	68.5%	31.5%	prec. 14	127	48	175	72.6%	27.4%
Over 65 Only	471	432	903	52.2%	47.8%	prec. 15	106	73	179	59.2%	40.8%
(Blank)	3					prec. 16	126	77	203	62.1%	37.9%
Own or Rent						prec. 17	63	45	108	58.3%	41.7%
own	1,903	1,044	2,947	64.6%	35.4%	prec. 18	110	66	176	62.5%	37.5%
rent	527	271	798	66.0%	34.0%	prec. 19	100	82	182	54.9%	45.1%
(Blank)	48	40	88	54.5%	45.5%	prec. 20	108	45	153	70.6%	29.4%
Support an Override Based Solution						prec. 21	108	67	175	61.7%	38.3%
Yes	1,757	707	2,464	71.3%	28.7%	(Blank)	207	132	339	61.1%	38.9%
No	721	648	1,369	52.7%	47.3%	Residence Type					
(Blank)						Single-Fam.	1,391	800	2,191	63.5%	36.5%
						2-3 family home	535	298	833	64.2%	35.8%
						4-8 unit bldg.	55	32	87	63.2%	36.8%
						9+ unit bldg.	227	102	329	69.0%	31.0%
						(Blank)	270	123	393	68.7%	31.3%

TOWN MODERATOR

Town Meeting

Arlington's Legislative body, Town Meeting, held its 205th Annual Meeting and Special Town Meeting over the course of nine sessions. The meeting began on April 25th and ran until June 8th. New this year was the introduction of a digital display timer to keep the speakers within their time limits.

During the first night activities the State of the Town Address was given under Article Two. The traditions of Town Meeting included introduction and an invocation by Retiring Salvation Army Major Carroll and a presentment of the colors by the Menotomy Minutemen. Each session thereafter started with the singing of the National Anthem accompanied by Town Meeting members Jane Howard and Charles Gallagher on the piano.

Warrant Articles

Over the course of the first two evenings, Town Meeting passed Zoning Bylaw Articles. One of the Articles, to allow cemetery use in open space districts was defeated when it failed to reach the required two thirds by two votes. The meeting also voted to allow the use of outdoor advertising at Peirce field.

In an attempt to expedite Town Meeting voting the Town's Bylaws were amended to allow for the Moderator to declare a two thirds voice vote on items requiring that quantum of votes. It is expected that in future years this alone shall eliminate several standing votes each year.

On the social front the Meeting voted on two home rule petition to the Mass. Legislature seeking the allowance of: 1) Wine and Malt beverages in theaters in Town by a vote 133 in the affirmative to 16 in the negative; and 2) an additional two retail package stores in Town, 94 for and 60 against.

A Warrant Article that would have caused the elimination of the elected Treasurer's office in favor of an appointed Finance Department with its head being appointed by the Selectmen was soundly defeated with a direction for further study. We also voted to amend the Town Manager Act to allow for a consolidated Town – school human resources department.

Budgets

After the debate lasting three nights, the omnibus budget, the capital budget, and a multitude of warrant articles calling for other appropriations were all approved. Despite the tight financial climate, during the Special Town Meeting, the Meeting made a significant infrastructure investment by voting to demolish and build a new Thompson School, at a total cost of \$20,000,000, and to seek reimbursement from the Mass. School Building Authority. An additional \$92,000 was also voted for emergency repairs to the High School.

Also, the Special Town Meeting approved, by a standing vote, of 135 to 32 to appropriate funds to take and acquire by eminent domain, purchase, or otherwise interests in sidewalks along Mass. Ave. for the purpose of improving, repairing, or replacing those sidewalks from Pond Lane to the Cambridge city line.



LEGISLATIVE

TOWN MEETING MEMBERS

PRECINCT 1

Bastardi, Joseph A.	100 Decatur Street	2014
McGaffigan, Elizabeth	34 Silk Street	2014
McGaffigan, Paul J.	34 Silk Street	2014
Mills, Kevin M.	28 Mystic Valley Pkwy.	2014
Cleinman, Stuart P.	113 Sunnyside Avenue	2013
King, Marian E.	122 Decatur Street, Apt. 4	2013
McCartney, Mary E.	35 Michael Street	2013
Yarbrough, Alan D.	27 Fremont Street	2013
Lyle, Darren W.	104 Gardner Street	2012
Moloney, Marie-Elena G.	19 Wheaton Road	2012
Moloney, Timothy K.	19 Wheaton Road	2012
Ziontz, Cindi M.	38 Norcross Street	2012
Grunko, Zachary P.	53 River Street	2014

PRECINCT 2

Fiore, Elsie C.	58 Mott Street	2014
Fiore, Peter J.	58 Mott Street	2014
Hayner, William	19 Putnam Road	2014
O'Neil, Maureen T.	55 Mott Street	2014
Carey, William A., Jr.	155 Lake Street	2013
Cella, Augustine R.	99 Spy Pond Parkway	2013
DeCoursey, Stephen W.	7 Cheswick Road	2013
Meister, Pamela J.	19 Village Lane	2013
Cella, Steven R.	99 Spy Pond Parkway	2012
Logan, William	5 Mary Street	2012
Tirone, Charles L, Jr.	49 Princeton Road	2012
Watson, Jennifer	66 Mott Street	2012
Doherty, James F.	16 Spy Pond Parkway	2013

PRECINCT 3

Griffin, Jean M.	42 Oxford Street	2014
Simas, Charles J.	42 Oxford Street	2014
Stamps, Susan D.	39 Grafton Street	2014
Tosti, Allan	38 Teel Street	2014
Corbett, Dennis M.	19 Winter Street	2013
Hayward, William F.	68 Cleveland Street, #2	2013
Petersen, Allen K.	107 Grafton Street	2013
Auster, Adam	10 Cottage Avenue	2012
Dratch, Robin M.	70 Teel Street	2012
Robillard, James F.	58 Broadway	2012
Sanchez, Dino A.	52 Cleveland Street, #2	2012
Susse, Jennifer R.	45 Teel Street	2013
Thompson, Anne K.	14 Cottage Avenue	2012

PRECINCT 4

Costa, Patricia A.	82 Milton Street	2014
Ferrara, Ryan J.	94 Varnum Street	2014
Laite, George	25 Lafayette Street	2014
Marshall, Joseph M.	72 Varnum Street	2014
Costa, John J., Jr.	82 Milton Street	2013
Kaba, Nawwaf W.	7 Thorndike Street	2013
Noviello, Melissa A.	30 Egerton Road	2013
Rising, Megan L.	54 Melrose Street	2013

Costa, Michael R.	82 Milton Street	2012
LaValle, Brian W.	15 Varnum Street	2012
Lucibello, Rosina-Maria	106 Varnum Street	2012
Marshall, Joseph M.	74 Varnum Street	2012
Zimmer, Ethan P.	18 Lake Street, #2	2014
Rowe, Clarissa	137 Herbert Road	2013

PRECINCT 5

Conlin, John F., Jr.	18 River Street	2014
Malin, Martin B.	96 Webster Street	2014
Smith, Eric J.	16 Fordham Street	2014
DuBois, Abigail	83 Park Street	2013
Goodfader, Emily	25 Bowdoin Street	2013
Smith, Scott B.	39 Amherst Street	2013
Kelleher, Karen E.	57 Beacon Street	2012
Lovelace, Edward C.	20 Amherst Street	2012
O'Rourke, Kathleen Demauro	181 Palmer Street	2012
Ortwein, Nanci L.	135 Medford Street, #2	2012

PRECINCT 6

Kaplan, William H.	57 Spy Pond Lane	2014
Nohrden, Emily A.	7 Pond Terrace	2014
Snyder, Jill A.	276 Mass. Avenue, #305	2014
Batzell, Stephen W.	374 Mass. Avenue, #3	2013
Fischer, Andrew S.	25 Lombard Road	2013
VACANCY		2013
Cook, Grant D.	39 Orvis Road	2012
Parker, Glenn L.	56 Randolph Street	2012
Peluso, Theodore L.	438 Mass. Avenue, #420	2012
Berger, Eric	18 Hamilton Road, #205	2012

PRECINCT 7

Hanson, Linda	11 Webster Street	2014
McKinney, Laurence O.	32 Foster Street	2014
Romano, Maria A.	25 Bates Road	2014
Smith, Walter R.	19 Tufts Street	2014
Alton, Angela A.	91 Harlow Street	2013
Connors, Joseph M.	78 Bates Road	2013
Loreti, Christopher P.	56 Adams Street	2013
Robertson, Thomas J.	83 Harlow Street, #2	2013
Leu, George R., III	63 Wyman Street	2012
Nastasi, Laura J.	25 Bates Road	2012
Sharpe, Theodore W.	51 Palmer Street	2012
White, Robert M.	95 Everett Street	2012
Ruderman, A. Michael	9 Alton Street	2014
Watt, Gregory C.	26 Franklin Street	2012

PRECINCT 8

Band, Carol L.	57 Bartlett Avenue	2014
Bean, David	50 Jason Street	2014
Berkowitz, William R.	12 Pelham Terrace	2014
Leone, John D.	51 Irving Street	2014
Foskett, Charles T.	101 Brantwood Road	2013
Friedman, Cindy F.	130 Jason Street	2013

LEGISLATIVE

Rehrig, Brian H.	28 Academy Street	2013
Worden, John L. III	27 Jason Street	2013
FitzMaurice, John A.	17 Lakeview	2012
Grossman, Irwin S.	16 Peabody Road	2012
Lobel, Joshua	73 Jason Street, #2	2012
Worden, Patricia B.	27 Jason Street	2012

PRECINCT 9

Judd, Lyman G., Jr.	4 Winslow Street, #710	2014
Lieberson, Patricia E.	5 Mystic Lake Drive	2014
Liggett, Steven M.	25 Hayes Street	2014
Boltz, Barbara Ann	54 Medford Street, #510	2013
Hallee, Jerome P.	47 Maynard Street	2013
West, Paul A.	4 Winslow Street, #1303	2013
Herlihy, Robert E.	51 Maynard Street	2012
Schlichtman, Paul	47 Mystic Street, #8C	2012

PRECINCT 10

Howard, Jane L.	12 Woodland Street	2014
Howard, Peter B.	12 Woodland Street	2014
Martin, John A.	60 Arlmont Street	2014
Moyer, William David	49 Hillsdale Road	2014
Elberger, Susan A.	7 Plymouth Street	2013
Quinn, Michael J.	15 Shawnee Road	2013
Spengler, Mark N.	189 Jason Street	2013
Wren, Donna K.	75 Hillsdale Road	2013
Costa, Barbara M.	26 Woodland Street	2012
Klein, Christian MacQuarrie	54 Newport Street	2012
Ledwig, Dave	178 Newport Street	2012
Varoglu, Mustafa	26 Shawnee Road	2012

PRECINCT 11

Caccavaro, Thomas, Jr.	28 Ridge Street	2014
Fitzgerald, Thomas M.	67 Stowecroft Road	2014
Heigham, Leba	82 Richfield Road	2014
Radochia, Joyce H.	45 Columbia Road	2014
Bilafer, Mary Ellen	59 Cutter Hill Road	2013
Radochia, Robert J.	45 Columbia Road	2013
Sheehan, Daniel J.	23 Victoria Road	2013
O'Neil, Barry R.	254 Mystic Street	2013
Jenkins, Robert A.	6 Fairview Avenue	2012
O'Riordan, Steven H.	21 Oak Hill Drive	2012
Schoenthaler, Robin	4 Ivy Circle	2012
Wagner, Carl A.	30 Edgehill Road	2012

PRECINCT 12

Bielefeld, Lisa A.	132 Mt. Vernon Street	2014
Cayer, Michael J.	191 Newport Street	2014
Helmuth, Eric D.	33 Grandview Road	2014
Rockmore, Marlene	18 Perkins Street	2014
Chaput, Roland E.	74 Grand View Road	2013
Jamieson, Gordon A., Jr.	163 Scituate Street	2013
Wheltle, R. Bruce	94 Coolidge Road	2013
Zeffel, Mona	11 Murray Street	2013
Dohan, Marc	43 Chester Street	2012
Jefferson, Robert J.	27 Park Circle	2012

Megson, Mary	24 Coolidge Road	2012
Thielman, Jeffrey D.	37 Coolidge Road	2012

PRECINCT 13

Gilligan, Stephen J.	77 Falmouth Road	2014
Harrington, Maria N.	74 Columbia Road	2014
Healy, Michael T.	1 Hodge Road	2014
Krepelka, Marie A.	12 Mohawk Road	2014
Deyst, John J., Jr.	26 Upland Road West	2013
Deyst, Mary A.	26 Upland Road West	2013
Sweeney, Nancy B.	10 Arrowhead Lane	2013
Bayer, Paul J.	15 Oldham Road	2012
Byrne, Steven M.	28 Upland Road	2012
Good, David F.	37 Tomahawk Road	2012
Sweeney, John H.	10 Arrowhead Lane	2012

PRECINCT 14

Hillis, Robert Glen	17 Mount Vernon Street	2014
Hooper, Gwenyth R.A.	1 School Street, #102	2014
Maher, John F.	990 Mass. Avenue, #44	2014
Mahon, Diane M.	23 Howard Street, #2	2014
Goldstein, Amy R.	29 Albermarle Street	2013
Gresser, Tracy	6 Revere Street	2013
Gresser, William F.	6 Revere Street	2013
O'Day, Brendan F.	48 Walnut Street	2013
Bahamon, Guillermo E.	22 Oakland Avenue	2012
Jones, Alan H.	1 Lehigh Street	2012
Pachter, Adam E.	67 Quincy Street	2012
Tully, Joseph C.	329 Gray Street	2012

PRECINCT 15

Craig, Bennett W.	20 Fabyan Street	2014
Fanning, Richard C.	57 Yerxa Road	2014
Lavalle, Brian E.	46 Oak Hill Drive	2014
Mara, Nancy A.	63 Epping Street	2014
Brodman, Janice D.	41 Pine Street	2013
Ciano, Frank J.	65 Woodside Lane	2013
Duggan, Neil J.	162 Ridge Street	2013
LaCourt, Annie	48 Chatham Street	2013
Boike, Joseph J., Jr.	37A Pine Street	2012
Ford, Victoria P.	16 Twin Circle Drive	2012
Friedman, Beth Ann	10 Hazel Terrace	2012
McKenney, James H.	59 Epping Street	2012

PRECINCT 16

Garrity, Robert K.	275 Park Avenue	2014
Czapski, Holly	25 Ely Road	2014
Kenney, William J., Jr.	28 Wilbur Avenue	2014
O'Brien, Andrew E.	109 Hillside Avenue	2014
Austin, Cheryl Lynn	175 Park Avenue	2013
Koch, Kevin P.	100 Florence Avenue	2013
Phelps, Judith Ann	77 Oakland Avenue	2013
Sandrelli, Donald A.	75 Florence Avenue	2013
Lewiton, Marvin	18 West Street	2012
McGann, Kevin D.	206 Wachusett Avenue	2012
Phelps, Richard S.	77 Oakland Avenue	2012
Reedy, Allen W.	153 Renfrew Street	2012

LEGISLATIVE

PRECINCT 17

Burke, William K.	2 Old Colony Lane, #3	2014
Fitzgerald, Ann V.	162 Summer Street, #1	2014
Smith, Ann L.	38 Washington Street	2014

VACANCY

Banks, Thomas R.	65 Brattle Street, #1	2013
Buck, M. Sandra	28 Forest Street	2013
LeRoyer, Ann M.	12 Peirce Street	2013
Olszewski, Angela M.	1 Watermill Place, #428	2013
Leonard, John R.	26 Grove Street, #10	2012
Panzica, Christopher A.	19 Laurel Street	2012
Smith, Richard E.	38 Washington Street	2012
Sprague, Mary M.	29 Dudley Street	2012

PRECINCT 18

Belskis, John V.	196 Wollaston Avenue	2014
Canniff, John W.	71 Hathaway Circle	2014
Canniff, Shirley M.	71 Hathaway Circle	2014
Gallagher, Charles D.	16 Shelley Road	2014
Ford, William J.	6 Mayflower Road	2013
Hadley, David E.	202 Sylvia Street	2013
Kerins, Tom E.	9 Keats Road	2013
Parsons, Carolyn M.	23 Brewster Road	2013
Heidell, Pamela A.	405 Appleton Street	2012
Horowitz, Gary P.	172 Charlton Street	2012
Robinson, David M.	95 Valentine Road	2012
Ronan, Mary I	1 Brewster Road	2012

PRECINCT 19

Farrell, Daniel J.	38 Ronald Road	2014
Henning, Meghan	42 Hancock Street	2014
Leary, Jeanne M.	425 Summer Street	2014
Trembly, Edward D.	76 Wright Street	2014
Doherty, Leo F. Jr.	8 Gay Street	2013
Durocher, Michelle M.	65 Huntington Road	2013
O'Connor, James M.	63 Overlook Road	2013
Sweeney, Brian Patrick	35 Edmund Road	2013
Butler, Marc Aaron	19 Overlook Road	2012
Deshler, Christine P.	65 Huntington Road	2012
Hickman, John W.	63 Dothan Street	2012
Sampson, Richard	303 Forest Street	2012

PRECINCT 20

Fuller, Peter T.	7 Kilsythe Road	2014
Larkin, Maureen O'Connell	31 Inverness Road	2014
Tosi, Robert L., Sr.	14 Inverness Road	2014
Tosi, Robert L., Jr.	14 Inverness Road	2014
Carmen, Dean E.	29 Kilsythe Road	2013
Loosian, Katherine Norian	39 Inverness Road	2013
McCrory, Hugh P.	36 Argyle Road	2013
Putnam, Thomas J.	27 Tanager Street	2013
Bloom, Raymond M.	90 Sylvia Street	2012
Gormley, Maureen E.	1250 Massachusetts Ave.	2012
Kardon, Leonard J.	65 Tanager Street	2012
Streitfeld, Mark	22 Peck Avenue	2012
Marquis, Kenneth C.	26F Drake Road	2013

PRECINCT 21

Elwell, Ralph E.	21 Montague Street	2014
May, John W.	11 Colonial Village Dr., #1	2014
Memon, Zarina G.	15 Sunset Road	2014
Phillips, Walter C.	2 Crescent Hill Avenue	2014
Doctrow, Susan R.	99 Westminster Avenue	2013
Dunn, Daniel J.	58 Alpine Street	2013
Malone, Michael P.	36 Evergreen Lane	2013
Mayer, Leslie A.	131 Crescent Hill Avenue	2013
Levy, David J.	7 Westmoreland Avenue	2012
McCabe, Harry P.	92 Madison Avenue	2012
Scott, Martha I.	90 Alpine Street	2012
Weber, Janice A.	29 Crescent Hill Avenue	2012

LEGISLATIVE

2011 ANNUAL TOWN MEETING

Session	Date	Total Town Meeting Members	Present	Attendance
1	April 25, 2011	248	206	83%
2	April 27, 2011	249	191	77%
3	May 2, 2011	250	195	78%
4	May 4, 2011	250	189	76%
5	May 9, 2011	250	205	82%
6	May 11, 2011	250	189	76%
7	May 16, 2011	250	198	79%
8	May 18, 2011	250	181	72%
9	May 23, 2011	250	187	75%
10	June 8, 2011	250	168	67%
Average Attendance 76.50%				

Articles & Actions April 25, 2011 – June 8, 2011

ARTICLE	ACTION	DATE
* 2 STATE OF THE TOWN ADDRESS	VOTED:UNANIMOUSLY	04/25/11
* 3 REPORTS OF COMMITTEES	VOTED:RECEIVED	04/25/11
* 4 APPOINTMENT OF MEASURERS OF WOOD AND BARK	VOTED:QUORUM PRESENT	04/25/11
* 5 ELECTION OF ASSISTANT MODERATOR	VOTED:QUORUM PRESENT	04/25/11
6 ZONING BYLAW AMENDMENT/ ADD TOWN OWNED LAND ON POND LANE TO THE OPEN SPACE DISTRICT	VOTED:QUORUM PRESENT NO ACTION	04/25/11
7 ZONING BYLAW AMENDMENT/ ALLOW CEMETERY USE IN THE OPEN SPACE DISTRICT	VOTED:DEFEATED STANDING VOTE AFFIRMATIVE - 122 NEGATIVE - 67	04/25/11
* 8 ZONING BYLAW AMENDMENT/ WIRELESS COMMUNICATION FACILITIES	VOTED:STANDING VOTE AFFIRMATIVE - 168 NEGATIVE - 4	04/25/11
* 9 ZONING BYLAW AMENDMENT/ MINIMUM LOT SIZE	VOTED:STANDING VOTE AFFIRMATIVE - 166 NEGATIVE - 12	04/25/11
* 10 ZONING BYLAW AMENDMENT/ FLOODPLAIN DISTRICT AND INLAND WETLAND DISTRICT SPECIAL PERMITS	VOTED:STANDING VOTE AFFIRMATIVE - 167 NEGATIVE - 2	04/25/11
* 11 ZONING BYLAW AMENDMENT/ FLOODPLAIN PROTECTION	VOTED:STANDING VOTE AFFIRMATIVE - 171 NEGATIVE - 1	04/25/11

LEGISLATIVE

* 12	ZONING BYLAW AMENDMENT/ WETLAND AND FLOODPLAIN OVERLAY MAP	VOTED:STANDING VOTE AFFIRMATIVE - 167 NEGATIVE - 0 (UNANIMOUSLY)	04/25/11
13	ZONING BYLAW AMENDMENT/ AFFORDABLE HOUSING REQUIREMENTS	VOTED:UNANIMOUSLY NO ACTION	04/25/11
* 14	ZONING BYLAW AMENDMENT/ AFFORDABLE HOUSING REQUIREMENTS, DEFINITIONS, UNITS	VOTED:UNANIMOUSLY (QUORUM PRESENT)	04/25/11
15	ZONING BYLAW AMENDMENT/USE REGULATIONS, ASSISTED LIVING	VOTED:UNANIMOUSLY NO ACTION	04/25/11
16	ZONING BYLAW AMENDMENT/ DEFINITION, ASSISTED LIVING	VOTED:UNANIMOUSLY NO ACTION	04/25/11
* 17	ZONING BYLAW AMENDMENT/ OUTDOOR ADVERTISING AT PEIRCE FIELD	VOTED:STANDING VOTE AFFIRMATIVE - 133 NEGATIVE - 3	05/11/11
* 18	BYLAW AMENDMENT/PORTABLE STORAGE CONTAINERS	VOTED:AFFIRMATIVE	05/09/11
* 19	BYLAW AMENDMENT/INCREASE FINES FOR UNLEASHED DOGS	VOTED:STANDING VOTE AFFIRMATIVE - 140 NEGATIVE - 35	04/27/11
20	BYLAW AMENDMENT/USE OF MINUTEMAN BIKEWAY	VOTED:UNANIMOUSLY NO ACTION	04/27/11
* 21	BYLAW AMENDMENT/CLOSING OF WARRANT	VOTED:AFFIRMATIVE (QUORUM PRESENT)	05/11/11
* 22	BYLAW AMENDMENT/TOWN MEETING STANDING VOTES	VOTED:POSITIVE (QUORUM PRESENT)	05/11/11
* 23	BYLAW AMENDMENT/SIDEWALK SNOW REMOVAL ENFORCEMENT	VOTED:AFFIRMATIVE (QUORUM PRESENT)	04/47/11
* 24	BYLAW AMENDMENT/ MASSACHUSETTS PUBLIC RECORDS LAW	VOTED:STANDING VOTE AFFIRMATIVE - 83 NEGATIVE - 79	05/18/11
25	BYLAW AMENDMENT/SOLICITATION AND RECEIPT OF GIFTS	VOTED: NO ACTION (QUORUM PRESENT)	04/27/11
* 26	BYLAW AMENDMENT/MOTORBOATS ON SPY POND	VOTED:POSITIVE (QUORUM PRESENT)	05/02/11
27	VOTE/SPY POND MOTORBOAT REGULATIONS SIGN	VOTED:NO ACTION (QUORUM PRESENT)	04/27/11

LEGISLATIVE

* 28	HOME RULE LEGISLATION/SALES OF WINE AND MALT BEVERAGES IN THEATERS	VOTED:STANDING VOTE AFFIRMATIVE - 133 NEGATIVE - 16	04/27/11
* 29	HOME RULE LEGISLATION/TWO ADDITIONAL LICENSES FOR THE SALE OF ALCOHOLIC BEVERAGES NOT TO BE DRUNK ON THE PREMISES	VOTED:STANDING VOTE AFFIRMATIVE - 94 NEGATIVE - 60	05/02/11
* 30	HOME RULE LEGISLATION/ EXEMPTION OF NEWLY HIRED NON-PUBLIC-SAFETY TOWN EMPLOYEES FROM CIVIL SERVICE	VOTED:STANDING VOTE AFFIRMATIVE - 161 NEGATIVE - 11	05/02/11
31	HOME RULE LEGISLATION/GROUP INSURANCE COMMISSION	VOTED:NO ACTION (QUORUM PRESENT)	06/08/11
* 32	HOME RULE LEGISLATION/GROUP INSURANCE COMMISSION HEALTH REIMBURSEMENT ACCOUNTS	VOTED:STANDING VOTE AFFIRMATIVE - 174 NEGATIVE - 3	05/02/11
* 33	HOME RULE LEGISLATION/ WIRELESS ANTENNA LEASES	VOTED:STANDING VOTE AFFIRMATIVE - 136 NEGATIVE - 6	05/02/11
34	VOTE/PAY AS YOU THROW (PAYT) TRASH COLLECTION PROGRAM	VOTED:NO ACTION (QUORUM PRESENT)	06/08/11
35	BYLAW AMENDMENT/TRASH REMOVAL	VOTED:UNANIMOUSLY NO ACTION	06/08/11
36	TRANSFER OF REAL ESTATE/ 23 MAPLE STREET	VOTED:UNANIMOUSLY NO ACTION	05/02/11
37	DISPOSITION OF REAL ESTATE/ 12 MAPLE STREET	VOTED:NO ACTION (QUORUM PRESENT)	05/02/11
38	DISPOSITION OF REAL ESTATE/ PARMENTER SCHOOL	VOTED:DEFEATED VOICE VOTE	05/18/11
* 39	DISPOSITION OF REAL ESTATE/ CROSBY SCHOOL	VOTED:STANDING VOTE AFFIRMATIVE - 125 NEGATIVE - 44	05/23/11
40	VOTE/CROSBY SCHOOL LAND	VOTED:UNANIMOUSLY NO ACTION	05/02/11
41	VOTE/REPLACE BRICK CURB CUTS/SIDEWALKS/CROSSINGS	VOTED:UNANIMOUSLY NO ACTION	05/02/11
42	VOTE/REPLACE BRICK ENTRANCE 27 MAPLE STREET	VOTED:NO ACTION (QUORUM PRESENT)	05/02/11
43	VOTE/ANNUAL RESERVE FUND	VOTED:NO ACTION (QUORUM PRESENT)	05/02/11

LEGISLATIVE

* 44	AMEND TOWN MANAGER ACT/ CONSOLIDATED TOWN-SCHOOL HUMAN RESOURCE DEPARTMENT	VOTED: STANDING VOTE AFFIRMATIVE - 133 NEGATIVE - 16	05/02/11
45	BYLAW AMENDMENT/ CONSOLIDATED TOWN-SCHOOL HUMAN RESOURCE DEPARTMENT	VOTED: UNANIMOUSLY NO ACTION	05/02/11
46	BYLAW AMENDMENT/ANNUAL FINANCIAL REPORT	VOTED: UNANIMOUSLY NO ACTION	05/02/11
* 47	AMEND TOWN MANAGER ACT/ BUDGET SUBMISSIONS	VOTED: UNANIMOUSLY (QUORUM PRESENT)	05/02/11
48	BYLAW AMENDMENT/BUDGET SUBMISSIONS	VOTED: UNANIMOUSLY NO ACTION	05/02/11
49	CREATE COMMITTEE FOR LONG TERM FINANCIAL PLANNING	VOTED: NO ACTION	05/23/11
* 50	VOTE/EXTEND TOWN VOTED: REORGANIZATION COMMITTEE OF 2009	VOTED UNANIMOUSLY (QUORUM PRESENT)	05/02/11
* 51	VOTE/IMPLEMENTATION OF CONSOLIDATED TOWN-SCHOOL FINANCE DEPARTMENT	VOTED: STANDING VOTE AFFIRMATIVE - 128 NEGATIVE - 69	05/09/11
* 52	REVOLVING FUNDS	VOTED: UNANIMOUSLY (QUORUM PRESENT)	05/23/11
* 53	ENDORSEMENT OF CDBG APPLICATION	VOTED: UNANIMOUSLY (QUORUM PRESENT)	05/23/11
* 54	COLLECTIVE BARGAINING	VOTED: AFFIRMATIVE (QUORUM PRESENT)	06/08/11
* 55	POSITIONS RECLASSIFICATION	VOTED: UNANIMOUSLY (QUORUM PRESENT)	05/23/11
* 56	APPROPRIATION/TOWN BUDGETS	VOTED: AFFIRMATIVE	06/08/11
* 57	CAPITAL BUDGET	VOTED: UNANIMOUSLY (QUORUM PRESENT - MORE THAN 85 TMM PRESENT AND VOTING)	05/16/11
58	APPROPRIATION/TAKINGS- MASSACHUSETTS AVENUE SIDEWALKS	VOTED: UNANIMOUSLY NO ACTION	05/23/11
* 59	APPROPRIATION/FINANCING OF CONSTRUCTION OR RECONSTRUCTION OF SEWERS AND SEWERAGE FACILITIES	VOTED: UNANIMOUSLY (QUORUM PRESENT - MORE THAN 85 TMM PRESENT & VOTING)	05/23/11

LEGISLATIVE

* 60	APPROPRATION/FINANCING OF CONSTRUCTION OR RECONSTRUCTION OF WATER MAINS AND WATER FACILITIES	VOTED:UNANIMOUSLY (QUORUM PRESENT - MORE THAN 85 TMM PRESENT & VOTING)	05/23/11
* 61	APPROPRIATION/MINUTEMAN REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL	VOTED:UNANIMOUSLY (QUORUM PRESENT)	05/11/11
* 62	APPROPRIATION/COMMITTEES AND COMMISSIONS	VOTED:AFFIRMATIVE (QUORUM PRESENT)	05/23/11
* 63	APPROPRIATION/TOWN CELEBRATIONS, ETC.	VOTED:AFFIRMATIVE (QUORUM PRESENT)	05/23/11
* 64	APPROPRIATION/MISCELLANEOUS	VOTED:AFFIRMATIVE (QUORUM PRESENT)	05/23/11
65	APPROPRIATION/ARLINGTON'S WATER BODIES FUND	VOTED:UNANIMOUSLY NO ACTION	05/23/11
* 66	APPROPRIATION/ARLINGTON'S WATER BODIES FUND	VOTED:UNANIMOUSLY (QUORUM PRESENT)	05/23/11
* 67	APPROPRIATION/PENSION ADJUSTMENT FOR FORMER TWENTY-FIVE YEAR/ACCIDENTAL DISABILITY EMPLOYEE	VOTED:UNANIMOUSLY (QUORUM PRESENT)	05/23/11
* 68	APPROPRIATION/OTHER POST EMPLOYMENT BENEFITS (OPEB) TRUST FUND	VOTED:UNANIMOUSLY (QUORUM PRESENT)	06/08/11
* 69	ACCEPTANCE OF LEGISLATION/ INCREASE OF COLA BASE	VOTED:UNANIMOUSLY (QUORUM PRESENT)	06/08/11
* 70	ACCEPTANCE OF LEGISLATION/ INCREASE OF SURVIVORS BENEFITS	VOTED:UNANIMOUSLY (QUORUM PRESENT)	05/23/11
71	LOCAL OPTION TAXES	VOTED:UNANIMOUSLY NO ACTION	05/23/11
* 72	APPROPRIATION/TIP FEE STABILIZATION FUND	VOTED:UNANIMOUSLY (QUORUM PRESENT – MORE THAN 85 TMM PRESENT & VOTING)	05/23/11
* 73	TRANSFER OF FUNDS/CEMETERY	VOTED:UNANIMOUSLY (QUORUM PRESENT – MORE THAN 85 TMM PRESENT & VOTING)	05/23/11

LEGISLATIVE

* 74	APPROPRIATION/OVERLAY RESERVE	VOTED:UNANIMOUSLY (QUORUM PRESENT – MORE THAN 85 TMM PRESENT & VOTING)	05/23/11
* 75	APPROPRIATION/STABILIZATION FUND	VOTED:UNANIMOUSLY (QUORUM PRESENT)	06/08/11
* 76	USE OF FREE CASH	VOTED:AFFIRMATIVE (QUORUM PRESENT)	05/23/11

Special Town Meeting Monday, May 9 & 16, 2011

Session	Date	Total Town Meeting Members	Present	Attendance
1	May 9, 2011	250	205	82%
2	May 16, 2011	250	198	79%
Average Attendance		80.5%		

ARTICLE	Articles & Actions ACTION	DATE
* 2	AMENDMENTS TO FY2011 BUDGETS	VOTED:UNANIMOUSLY 05/09/11
* 3	APPROPRIATION/ARLINGTON HIGH SCHOOL REPAIR	VOTED:UNANIMOUSLY 05/09/11
4	CAPITAL BUDGET/STRATTON SCHOOL	VOTED:UNANIMOUSLY NO ACTION 05/16/11
* 5	CAPITAL BUDGET/THOMPSON SCHOOL	VOTED:UNANIMOUSLY (QUORUM PRESENT - MORE THAN 85 TMM PRESENT & VOTING) 05/16/11
* 6	APPROPRIATION/UNPAID BILLS FROM PREVIOUS FISCAL YEARS	VOTED:STANDING VOTE AFFIRMATIVE - 175 NEGATIVE - 10 05/09/11
* 7	APPROPRIATION/TAKINGS- MASSACHUSETTS AVENUE SIDEWALKS	VOTED:STANDING VOTE AFFIRMATIVE - 135 NEGATIVE - 32 05/09/11

TOWN CLERK

The following annual report of the Town Clerk for the year ending December 31, 2011 is herewith submitted in accordance with Section 3 of Article 3, Title I of the Town By-Laws. During 2011, the Annual Election of Town Officers, the Special Town Election (Override), the Annual and Special Town Meeting were prepared for and conducted by the Town Clerk's Office.

The Town has twenty-one AccuVote machines, one for each precinct, and a main counting system located in the Town Clerk's Office. This system consists of paper ballots to be marked by the voters and inserted into the AccuVote machines, which automatically tally the votes appearing on the paper ballots. When the polls close, the precinct totals are immediately printed at the precinct, posted, announced, and then transferred to the Town Clerk's Office on a memory card, where the precinct totals are accumulated by entering the memory cards into the main counting system. Finally, the complete official Town results are printed and announced.

Town Meeting Members whose terms were to expire at the Annual Town Election were notified of that fact and of the provision of law which allows them to become candidates for re-election by giving written notice thereof to the Town Clerk. Nomination papers were issued to candidates for Town offices including Town Meeting Members, and after being certified by the Registrars of Voters were filed with the Town Clerk. A meeting was held by the Registrars of Voters, as required by law, to draw names for position on the official ballot for the Annual Town Election.

Candidates for Town offices, except Town Meeting Members, were notified of the requirements of the law regarding the filing of periodic statements of campaign receipts and expenditures with the Town Clerk's Office. Incumbents and candidates for election during the previous year, who had campaign finance activity, a balance and/or liability were also notified of the requirements of filing annual reports.

Upon application, absentee ballots were issued for the Annual Town Election and Special Town Election (Override). Applications for absentee ballots were automatically sent to all persons who had filed physicians' certificates of permanent physical disability, as required by law. Many residents took advantage of the provision of law which allowed them to vote in person in the Town Clerk's Office prior to the elections if they were to be out of town or otherwise unavailable to vote in person at the polls on the day of the elections. A total of 1,609 absentee ballots were issued in 2011. (Annual Town Election - 698 and Special Town Election - 911).

The Annual Town Meeting began on April 25 and continued for ten sessions, dissolving on June 8. A total of seventy-six warrant articles were acted upon. The first article of the Annual Town Meeting is the Annual Town

Election. Meetings were held prior to the Annual Town Meeting to fill vacancies in the Town Meeting membership (caused by resignation, removal from Town, or death) until the next Annual Town Election. The first Special Town Meeting began on May 9 and continued for two sessions, dissolving on May 16. A total of seven warrant articles were acted upon.

Certificates of all appropriations voted at all Town Meetings and the provisions for meeting them were sent to the Board of Assessors and the Comptroller, as required by law. Certified copies of all votes authorizing indebtedness were sent to the Director of Accounts. The Secretary of the Commonwealth was notified of the acceptance by the Town Meeting of any provisions of the General Laws. In addition, certified copies of all votes passed at all Town Meetings were sent to the departments affected.

All the amendments to the Town By-Laws and Zoning Bylaws as voted at the Annual Town Meeting were submitted to the Attorney General and were approved within the statutory period provided. They were then advertised for two successive weeks in the local newspaper, as required by law, following which they took effect.

A summary of the Annual Town Meeting appears in the Legislative section of this Annual Report. A complete record of the actions taken is contained in the Records of Elections and Town Meetings in the Town Clerk's Office as well as online at arlingtonma.gov/elections.

Births, deaths and marriages were recorded and copies forwarded to the Secretary of the Commonwealth monthly. Certified copies of these vital statistics and all other documents recorded in the Town Clerk's Office were made available upon request.

A total of 1,680 dogs were licensed and 248 sporting (conservation) licenses issued by the Town Clerk's Office. Certain licenses granted by the Board of Selectmen were issued. Raffle and bazaar permits and gasoline permit renewals were issued, financing statements, utility pole locations, cemetery deeds, and business certificates were recorded. Decisions of the Zoning Board of Appeals, decisions on requests for Special Permits from the Redevelopment Board and Amendments to the Traffic Rules and Orders were also placed on file in this office.

The Department of Revenue was notified of all licenses and permits issued and business certificates filed. Street permit, drainlayer, blasting, and other surety bonds covering contractors were also placed on file in this office. Oaths of office were administered to all elected or appointed Town officials and each was given copies of excerpts from the Open Meeting Law and the Conflict of Interest Law. Notices of meetings of all boards, committees, or commissions were publicly posted upon receipt, as required by the Open Meeting

TOWN CLERK & ELECTIONS

Fees Collected			
	2011	2010	2009
Marriage Intentions	\$7,140	\$6,600	\$6,870
Miscellaneous Certificates	\$34,756	\$35,260	\$35,535
Renewal of Gasoline Permits	\$1,250	\$2,851	\$1,770
Miscellaneous Books/Fees	\$425	\$420	\$563
Miscellaneous Violations	\$3,580	\$2,805	\$3,705
Duplicate Dog Tags	\$44	\$36	\$34
Miscellaneous Licenses	\$1,750	\$1,670	\$1,510
Dog Licenses	\$25,595	\$24,290	\$15,222
Fees to Division of Fisheries & Wildlife (Conservation Licenses)	\$4,453	\$5,363	\$5,383
Municipal Town Fees	\$156	\$187	\$186
TOTAL	\$79,149	\$107,853	\$70,778

Law. Town officials and departments were notified of all Legislative Acts affecting them.

Fines were collected for citations issued under Section 21D of Chapter 40, General Laws, for violations of the Town By-Laws. Citations for persons who did not pay the penalties within the required time (twenty-one days) were referred to the Clerk of the District Court of Middlesex for further action.

I would like to thank Janice A. Weber, Florence R. McGee, Theresa M. DeVito and Nancy A. Vincent of the Town Clerk's Office and Karen A. Foley of the Registrars of Voters' Office for their dedication and excellence in their daily performance of their duties and for making my transition to Town Clerk a smooth process. My sincere appreciation goes to the previous Town Clerk, Corinne M. Rainville for her years of service to the Town, her friendship and for being my mentor.

Your attention is directed to the following vital statistics of the Town, which are recorded at this time. It should be noted that the summaries of births and deaths are incomplete, inasmuch as records thereof pertaining to Arlington residents are still being received by our office from the cities and towns where these events occurred.

Vital Statistics			
	2011	2010	2009
Births	534	573	579
Deaths	341	361	344
Marriages	227	219	231

REGISTRARS OF VOTERS

As mandated by law, a combined Annual Town and School Census was conducted during the months of January and February 2011. The census was conducted entirely by mail, with computer preprinted forms sent to each household in Arlington requesting that information contained therein be confirmed or corrected. The census forms contained the names of all persons residing in Arlington. Once returned to the Registrars' Office, all census and voter information was entered and continually updated in the Town's computer base by the Registrars' Office. A list of persons from birth to twenty-one years of age was transmitted to the School Committee.

The Jury Commissioner obtained juror information directly from the Massachusetts Voter Registration Information System from data entered into the system by this office. The Annual True List of Persons, seventeen years of age and over, was published as required by law. In accordance with the True List information that had been presented, notices were sent by first-class mail, as required by law, to persons whose names were to be removed from the voting list because they had not been reported as residing in Arlington on January 1, 2011. Those who proved residence were reinstated. The total number of registered voters upon completion of the annual revision of the voting list was 28,909. The following number of voters in the three political parties are as follows: 13,699 enrolled Democrats, 2,127 enrolled Republicans, 38 enrolled Green-Rainbow and 12,952 unenrolled voters. Voters who enroll in a political designation may not vote in any state or presidential

TOWN CLERK & ELECTIONS

primary. Cards were mailed to voters acknowledging receipt of change or cancellation of political party enrollments received during the year by this office.

Registered Voters in Arlington			
	2011	2010	2009
Total Registered Voters	28,909	30,010	29,887
Democrats	13,699	14,541	14,510
Unenrolled (Independent)	12,592	13,045	12,959
Republican	2,127	2,282	2,275

Throughout the year, daily sessions for registration of voters were held during regular business hours in the Office of the Town Clerk. Special sessions were also held until 8:00 P.M. on the last day to register voters for the Annual and Special Town Election (June 7 Override).

Mail-in voter registrations have eliminated the requirement that special evening and Saturday sessions for the registration of voters be held except for the final day prior to the deadline for registration for primaries and elections. Special forms for mail-in voter registration were made available at various locations throughout Arlington and all other cities and towns in the State.

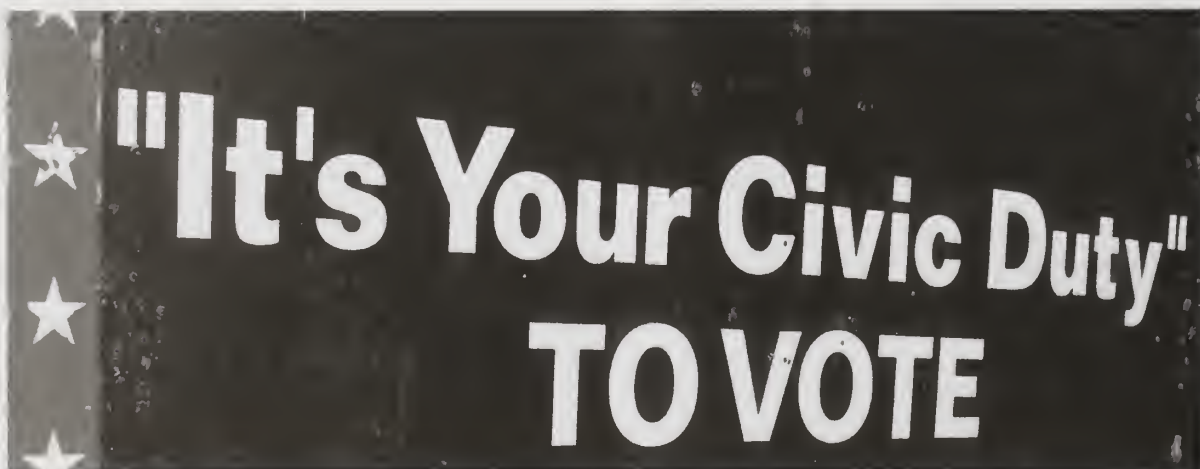
In addition, persons were allowed to fill out voter registration affidavits at public offices throughout Massachusetts, such as the Registry of Motor Vehicles, Social Security, Welfare, Medicaid, Food Stamps, Military Recruitment Offices and other State and Federal departmental offices. These affidavits were forwarded through the computer or by mail to the Registrars of Voters or Election Commissioners of the voters' places of residence. As required by law, acknowledgment forms

were sent to persons who registered to vote at special locations, or mailed in registration affidavits, notifying them of their precincts and voting places.

The Board certified voter signatures appearing on nomination papers filed by, or on behalf of candidates seeking offices at the Annual Town Election. Also, petitions for articles to be inserted in the warrant for the 2011 Annual and Special Town Meeting and applications for absentee ballots for the Annual and Special Town Election. After nomination papers for the Annual Town Election had been certified by the Registrars of Voters and filed with the Town Clerk, the Registrars of Voters held a meeting to draw names for the order of position on the official ballot for the election, as required by law.

During the year, the information contained on approximately 20,000 census forms of residents of the Town on January 1 was transferred to their individual master cards. These cards provide a complete official record of residence for all persons seventeen years of age or older from the time they first become residents of the Town. From such information, certificates of residence are issued daily to establish eligibility for attendance at state and regional schools, colleges and universities, receipt of old age assistance, veterans' services, social security, employment in state or federal civil service, and for many other purposes. In addition, Registered Voters' Certificates were issued throughout the year from the Board's records for identification purposes and for proof of citizenship.

During the Annual and Special Town Election, the Registrars of Voters were in session throughout the entire time the polls were open to assist voters who had questions relating to registration, name and/or address changes, precincts, polling places, and other problems arising during that time. After the polls closed, the Registrars assisted in the tabulation of the ballots until the final results were announced.



TOWN CLERK & ELECTIONS

ARLINGTON ANNUAL TOWN ELECTION, APRIL 2, 2011

Total of Ballots Cast – 7,466

25.7% of total number of registered voters – 29,038

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
Total Ballots Cast	180	403	267	265	234	294	284	442	388	464	431	632	450	303	467	409	137	380	460	234	342	7466

Town Clerk for Three Years (1)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
*Stephanie Lucarelli	100	170	143	138	144	179	144	210	218	247	229	291	257	160	273	222	93	236	310	137	233	4134
John Hurd	74	220	111	109	81	86	116	206	153	192	180	291	184	126	166	163	36	127	133	85	93	2932
Others	0	4	0	0	1	1	0	1	1	0	1	0	0	0	1	0	0	0	0	1	0	11
Blanks	6	9	13	18	8	28	24	25	16	25	21	50	9	17	27	21	8	17	17	11	16	389

Treasurer for Three Years (1)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
*Stephen J. Gilligan	129	284	177	163	161	182	169	185	292	308	308	396	323	207	305	283	87	262	319	171	213	5024
Others	1	2	1	2	5	5	3	1	4	1	3	7	6	5	7	2	1	3	3	4	4	70
Blanks	50	117	89	100	68	107	112	156	92	155	120	229	121	91	155	124	49	115	138	59	12	2372

Selectmen for Three Years (2)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
*Diane M. Mahon	113	243	183	139	137	170	173	225	238	282	234	378	240	182	272	275	80	251	311	157	204	4485
*Daniel J. Dunn	88	206	175	132	96	143	141	322	178	320	253	425	218	185	257	270	69	180	235	243	208	4247
Maria A. Romano	83	188	83	135	136	160	132	111	192	150	163	177	235	110	205	138	70	186	194	89	128	3065
Others	1	2	0	3	0	2	0	1	2	1	1	1	2	2	6	0	0	3	0	0	2	29
Blanks	75	167	93	121	99	113	122	225	66	175	211	283	205	129	194	135	55	140	180	76	142	3006

Assessor for Three Years (1)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
*Mary Winstanley	124	264	162	166	139	162	172	262	264	280	286	381	291	184	295	274	85	241	302	160	221	4715
Others	1	3	1	1	3	3	1	3	3	3	3	1	4	4	6	1	0	0	3	4	3	51
Blanks	55	136	104	98	92	129	111	177	121	181	142	250	155	115	166	134	52	139	155	70	118	2700

Selectmen for One Year (1)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
Joseph E. Curran	76	191	85	108	127	116	121	114	190	139	187	234	270	118	225	143	57	201	222	85	143	3152
*Annie LaCourt	89	180	168	143	83	146	131	307	163	300	216	362	162	168	220	248	68	163	221	143	175	3856
Others	0	3	1	0	2	1	0	1	1	0	1	2	3	1	1	1	0	0	1	0	1	20
Blanks	15	29	13	14	22	31	32	20	34	25	27	34	15	16	21	17	12	16	16	6	23	438

School Committee for Three Years (3)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
*William Hayner	83	280	124	122	123	146	142	170	188	257	197	345	254	178	253	249	68	207	260	142	195	3983
*Joseph A. Curro, Jr.	123	226	186	120	133	182	182	333	240	312	277	398	271	195	333	271	83	232	303	158	221	4779
James L. Dolan	72	161	87	108	106	101	104	103	144	124	145	226	185	103	163	144	63	156	192	83	137	2707
*Leba Heigham	85	142	154	104	81	122	124	275	153	268	227	318	168	149	219	222	71	156	206	114	165	3523
Others	2	4	0	6	0	2	0	4	4	0	5	4	2	5	7	1	1	2	1	2	3	55
Blanks	175	396	250	335	259	329	300	441	435	431	442	605	470	278	426	340	125	387	418	203	305	7351

Arlington Housing Authority for Five Years (1)

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
*Nicholas Mitropoulos	122	274	173	175	152	162	167	252	269	284	299	379	303	188	308	264	90	251	299	172	219	4802
Others	2	4	1	3	3	3	3	2	4	1	0	6	5	2	3	1	0	0	3	2	2	50
Blanks	56	125	93	87	79	129	114	188	115	179	132	247	142	113	156	144	47	129	158	60	121	2614

TOWN CLERK & ELECTIONS

PRECINCT 1 (4) Three Years

Bastardi, Joseph A., 100 Decatur Street	117
McGaffigan, Elizabeth, 34 Silk Street	111
McGaffigan, Paul J., 34 Silk Street	107
Mills, Kevin M., 28 Mystic Valley Pkwy.	124
Others	3
Blanks	258

PRECINCT 2 (4) Three Years

Fiore, Elsie C., 58 Mott Street	250
Fiore, Peter J., 58 Mott Street	238
Hayner, William, 19 Putnam Road	284
O'Neil, Maureen T., 55 Mott Street	31
Others	29
Blanks	429

PRECINCT 3 (4) Three Years

Griffin, Jean M., 42 Oxford Street	152
Simas, Charles J., 42 Oxford Street	141
Stemps, Susan D., 39 Grafton Street	161
Tosti, Allan, 38 Teel Street	182
Others	4
Blanks	373

PRECINCT 4 (4) Three Years

Costa, Patricia A., 82 Milton Street	160
Ferrara, Ryan J., 94 Varnum Street	130
Laite, George, 25 Lafayette Street	153
Marshall, Joseph M., 72 Varnum Street	6
Others	15
Blanks	199

PRECINCT 5 (4) Three Years

Conlin, John F., Jr., 18 River Street	147
Malin, Martin B., 96 Webster Street	139
Grunko, Zachary P., 16 Fordham Street	125
Smith, Eric J., 16 Fordham Street	132
Others	5
Blanks	314

PRECINCT 6 (4) Three Years

Kaplan, William H., 57 Spy Pond Lane	146
Nohrden, Emily A., 7 Pond Terrace	146
Snyder, Jill A., 276 Mass. Avenue, #305142	
Zimmer, Ethan P., 18 Lake Street	152
Others	6
Blanks	298

PRECINCT 6 (1) Two Years

Others	11
Blanks	283

PRECINCT 6 (1) One Year

Peluso, Theodore L.	9
Others	23
Blanks	262

PRECINCT 7 (4) Three Years

Dolan, James L.	105
Hanson, Linda, 11 Webster Street	158
McKinney, Laurence O., 32 Foster Street	118
Romano, Maria A., 25 Bates Road	141
Smith, Walter R., 19 Tufts Street	135
Others	0
Blanks	479

PRECINCT 8 (4) Three Years

Band, Carol L., 57 Bartlett Avenue	298
Bean, David, 50 Jason Street	278
Berkowitz, William R., 12 Pelham Terrace	308
Leone, John D., 51 Irving Street	320
Others	3
Blanks	561

PRECINCT 9 (4) Three Years

Judd, Lyman G., Jr., 4 Winslow Street, #710	203
Lieberson, Patricia E., 5 Mystic Lake Drive	227
Liggett, Steven M., 25 Hayes Street	55
Ruderman, A. Michael, 9 Alton Street	216
Others	3
Blanks	561

PRECINCT 10 (4) Three Years

Howard, Jane L., 12 Woodland Street	291
Howard, Peter B., 12 Woodland Street	286
Martin, John A., 60 Arlmont Street	251
Moyer, William David, 49 Hillsdale Road	244
Others	5
Blanks	783

PRECINCT 11 (4) Three Years

Caccavaro, Thomas, Jr., 28 Ridge Street	247
Fitzgerald, Thomas M., 67 Stowcroft Road	268
Heigham, Leba, 82 Richfield Road	23
Radochia, Joyce H., 45 Columbia Road	256
Others	20
Blanks	910

PRECINCT 11 (1) Two Years

O'Neill, Barry R.	299
Others	6
Blanks	126

PRECINCT 12 (4) Three Years

Bielefeld, Lisa A., 132 Mt. Vernon Street	262
Cayer, Michael J., 191 Newport Street	297
Helmuth, Eric D., 33 Grandview Road	326
Rockmore, Marlene, 18 Perkins Street	266
Others	38
Blanks	1125

TOWN CLERK & ELECTIONS

PRECINCT 12 (1) Two Years

Wheltle, R Bruce, 94 Coolidge Road	287
Others	176
Blanks	2065

PRECINCT 13 (4) Three Years

Gilligan, Stephen J., 77 Falmouth Road	289
Harrington, Maria N., 74 Columbia Road	268
Healy, Michael T., 1 Hodge Road	285
Krepelka, Marie A., 12 Mohawk Road	339
Others	7
Blanks	612

PRECINCT 14 (4) Three Years

Hillis, Robert Glen, 17 Mount Vernon Street	178
Hooper, Gwentyth R.A., 1 School Street, #102	199
Maher, John F., 990 Mass. Avenue, #44	186
Mahon, Diane M., 23 Howard Street, #2	199
Others	5
Blanks	445

PRECINCT 15 (4) Three Years

Craig, Bennett W., 20 Fabyan Street	241
Fanning, Richard C., 57 Yerxa Road	265
Lavalle, Brian E., 46 Oak Hill Drive	239
Mara, Nancy A., 63 Epping Street	239
Others	27
Blanks	857

PRECINCT 15 (1) Two Years

Duggan, Neil J., 162 Ridge Street	273
Others	6
Blanks	188

PRECINCT 15 (1) One Year

Victoria P. Ford, 16 Twin Circle Drive	61
Others	87
Blanks	319

PRECINCT 16 (4) Three Years

Garrity, Robert K., 275 Park Avenue	258
Czapski, Holly, 25 Ely Road	265
Kenney, William J., Jr., 28 Wilbur Avenue	242
O'Brien, Andrew E., 109 Hillside Avenue	254
Others	8
Blanks	609

PRECINCT 17 (4) Three Years

Burke, William K., 2 Old Colony Lane, #3	82
Fitzgerald, Ann V., 162 Summer Street,	100
Smith, Ann L., 38 Washington Street	89
Others	3
Blanks	274

PRECINCT 18 (4) Three Years

Belskis, John V., 196 Wollaston Avenue	252
Canniff, John W., 71 Hathaway Circle	8
Canniff, Shirley M. 71 Hathaway Circle	284
Gallagher, Charles D., 16 Shelley Road	249
Others	12
Blanks	715

PRECINCT 19 (4) Three Years

Farrell, Daniel J., 38 Ronald Road	279
Henning, Meghan, 42 Hancock Street	288
Leary, Jeanne M., 425 Summer Street	297
Trembly, Edward D., 76 Wright Street	296
Others	10
Blanks	670

PRECINCT 20 (4) Three Years

Fuller, Peter T., 7 Kilsythe Road	168
Larkin, Maureen O'Connell, 31 Inverness Road	152
Tosi, Robert L., Sr., 14 Inverness Road	162
Tosi, Robert L., Jr., 14 Inverness Road	174
Others	2
Blanks	278

PRECINCT 20 (1) One Year

Kardon, Leonard J., 65 Tanager Street	181
Others	1
Blanks	52

PRECINCT 21 (4) Three Years

Elwell, Ralph E., 21 Montague Street	228
May, John W., 11 Colonial Village Dr.#1	204
Memon, Zarina G., 15 Sunset Road	38
Phillips, Walter C., 2 Crescent Hill Avenue	224
Others	26
Blanks	648

All used and unused ballots, tally sheets, voting lists and all other records pertaining to the Annual Town Election, properly signed and sealed, were delivered to the Town Clerk to be preserved by her during the time required by law.

TOWN CLERK & ELECTIONS

SPECIAL OVERRIDE ELECTION 6/7/2011

Total of Ballots Cast – 13,596

47% of total number of registered voters – 29,179

QUESTION

Shall the Town of Arlington be allowed to assess an additional \$6,490,000.00 in real estate and personal property taxes for the purpose of funding the operating budgets of the Town and the Public Schools for the fiscal year beginning July 1, 2011.

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
Total Ballots Cast	329	626	513	511	495	516	470	743	585	877	805	1014	819	647	847	812	249	764	773	569	632	13,596

Precinct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	Total
YES	160	300	313	271	220	279	262	488	281	536	385	675	293	389	430	477	107	327	362	312	359	7226
NO	169	326	200	240	275	237	208	255	304	341	420	339	526	258	417	335	142	436	411	257	273	6369

YES – 7,226

NO – 6,366

ABSENTEE BALLOTS

Applications sent – 909

Ballots cast – 879

Ballots not returned - 39

All used and unused ballots, tally sheets, voting lists, and all other records pertaining to the Special Town Election, properly signed and sealed, were delivered to the Town Clerk to be preserved by her during the time required by law.

TOWN OFFICIALS AND COMMITTEES

as of December 31, 2011

Elected by Arlington's Citizens

Board of Selectmen

	Term
Annie LaCourt, 48 Chatham St.	2012
Clarissa Rowe, 13 Herbert Rd.	2012
Kevin F. Greeley, Chair, 363 Mystic St.	2013
Diane M. Mahon, 23 Howard St.	2014
Daniel J. Dunn, 58 Alpine St.	2014

Moderator

John Leone, 51 Irving St.	2013
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Town Clerk

Stephanie Lucarelli, 20 Laurel St.	2014
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Town Treasurer

Stephen Gilligan, 77 Falmouth Rd.	2014
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Board of Assessors

Kevin P. Feeley, 25 Baker Rd.	2012
James F. Doherty, 6 Highland Ave.	2013
Mary Winstanley O'Connor, 781 Concord Tnpk.	2014

School Committee

Cindy Starks, 1 Monadnock Rd.	2012
Jeffrey Thielman, 37 Coolidge Rd.	2012
Kirsi C. Allison-Ampe, 12 Brattle Terrace	2013
Judson L. Pierce, 42 Draper Ave.	2013
William Hayner, 19 Putnam Rd.	2014
Joseph A. Curro, Jr, 21 Millett St.	2014
Leba Heigham, 82 Richfield Rd.	2014

Arlington Housing Authority

Brian J. Connor, 54 Claremont Ave.	2011
Richard B. Murray, 990 Massachusetts Ave.	2013
Teresa J. Walsh, 35 Hutchinson Rd.	2015
Nicholas Mitropoulos, 17 Jean Rd.	2016
Vacant	

Appointed by Town Moderator

Finance Committee**

Gloria Turkall, Executive Secretary	
Name (Precinct)	
Charles T. Foscett, Vice Chair (8)	2013
Stephen W. DeCoursey (2)	2013
Joseph M. Connors (7)	2013
John J. Deyst, Jr. (13)	2013
Alan H. Jones (14)	2013
Mary I. Ronan (18)	2013
Paul J. Bayer (11)	2011
Vacant (6)	2010

Peter B. Howard, Secretary (10)	2011
Abigail DuBois (5)	2011
Paul J. McGaffigan (1)	2011
Ryan J. Ferrara (4)	2011
Erin Phelps (16)	2011
Dean Carman (20)	2011
Mary M. Franclemont (9)	2012
Kenneth J. Simmons (12)	2012
Christine P. Dreshler (19)	2012
Richard C. Fanning, Vice Chair (15)	2012
Dan Dunn (21)	2012
Angela M. Olszewski (17)	2012
Allan Tosti, Chair (3)	2012

**Appointed by the Town Moderator, Chairman of the Finance Committee, and the Board of Trust Fund Commissioners.

Minuteman Regional High School Committee Representative

Laura Morrisette

Appointed by the Board of Selectmen

Town Manager

Brian F. Sullivan	Term 1/27/13
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Comptroller

Ruth Lewis	3/1/14
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Board Administrator

Marie A. Krepelka

Bicycle Advisory Committee

Ron Sender	2011
Jack W. Johnson	2012
Christopher Tonkin	2012
Stephan Miller	2013
Scott Smith	2013
Doug Greenfield	2014

Zoning Board of Appeals

Joseph F. Tulimieri, Chair
Suzanne Rivitaz
Eugene Lucarelli
Pamela Heidell, Associate
Curtis Morgan, Associate

Board of Registrars of Voters

William P. Forristall, Chair	2013
Florence R. McGee	2013
Joseph Boike	2014
Stephanie Lucarelli	

TOWN DIRECTORY

Arlington Cultural Council

Stephanie Marlin-Curiel
Sharon Shaloo
Margaret Barrett
Karin Blum
Kurt Fusaris
Becky Holmes-Farley
Scott Samenfeld
Anyahlee Suderman
Eliza Edwards Burden

Dallin Museum Trustees

Sarah Burks	2012
Aimee Taberner	2012
Roly Chaput	2013
Terry Shaoul	2013
Geraldine Tremblay	2013
Dan Johnson	2014
Heather Leavell	2014
Christine Sharbrough	2014
James P. McGough, Trustee Emeritus	

Historic District Commissions

David Levy	2011
Stephen Makowka	2012
John L. Worden III, Secretary	2012
Beth Cohen	2012
Alex Frisch	2012
Michael Logan	2012
David Baldwin	2013
Jonathan Nyberg	2013
Thomas Smurzynski	2013
Martha Penzenik	2013
Jodi Black	2014
Jade Cummings	2014
Carol Greeley, Executive Secretary	

Transportation Advisory Committee

Scott Smith
Elisabeth Carr-Jones
Howard Muise
Jeff Maxtutis
Jean Clark
Paul Kent (Chamber of Commerce)
Richard Turcotte
Edward Starr
Officer Corey Rateau (Police)
Wayne Chouinard (Public Works)
Laura Wiener (Planning)
Dan Dunn (Selectmen Liaison)
Associate Members (non-voting)
John Lentz

Zoning Board of Appeals

Joseph F. Tulimieri, Chair
Suzanne Rivitaz
Eugene Lucarelli
Pamela Heidell, Associate
Curtis Morgan, Associate

Appointed by the Town Manager

Town Manager's Office

Adam W. Chapdelaine, Deputy Town Manager

Legal

Julianna Rice, Town Counsel
Edward M. Marlenga, Workers' Compensation Agent

Planning and Community Development

Carol Kowalski, Director

Community Safety

Frederick Ryan, Chief, Police
Robert Jefferson, Chief, Fire

Libraries

Maryellen Remmert-Loud, Director

Public Works

Michael Rademacher, Director

Health and Human Services

Christine Connolly, Director

Information Technology

David Good, Chief Technology Officer

Personnel/Affirmative Action

Caryn E. Malloy, Director

Inspectional Services

Michael Byrne, Director

Council on Aging

John Jope, Executive Secretary

Veterans' Services

William McCarthy, Veterans Agent

Health and Human Services

Christine Connolly, Director

Weights and Measures

Joseph Carabello, Sealer/Health Compliance Officer

Recreation

Joseph Connelly, Director

TOWN DIRECTORY

Appointed by the Town Manager

subject to the approval of the Board of Selectmen

Redevelopment Board

	Term
Bruce Fitzsimmons	2012
Andrew West	2014
Edwin Fields	2014
Michael Cayer	2014
Christine M Scypinski *	2013

*Appointed by the Governor

Board of Health

Marie Walsh Condon	2012
Gregory Leonardos	2012
Michael Fitzpatrick, D.M.D.	2013

Board of Library Trustees

Heather Calvin	2012
Katthryn Gandek-Tighe	2013
Francis Murphy	2013
Joyce H. Radochia	2013
Kathleen Fennelly	2014
Barbara Muldoon	2015
Brigid Kennedy-Pfister	2015

Park and Recreation Commission

Leslie Mayer	2013
Donald Vitters	2013
James Robillard	2013
Jennifer Rothenberg	2013
Shirley Canniff	2014

Board of Youth Services

Lynn Horgan	2012
Joan Robbio	2012
Cynthia Sheridan	2012
Ann Horgan	2013
Mary DeCoursey	2014
Carlene Newell	2014
Lori Talanian	2014
Malachy Shaw-Jones	2014
Gina Murphy	2014
Lauren Boyle	2014
Leon Cantor, ex-officio	
Elizabeth Oppedisano, ex-officio	

Equal Opportunity Advisory Committee

Barbara Boltz
Augusta Haydock
Jack Jones
Adrienne McClure
Patricia O'Donoghue
Howard B. Winkler
Mahendra Desai
Caryn Cove Malloy, ex-officio

Historical Commission

Pamela Meister	2012
Jane Becker	2013
Patrick B. Guthrie	2013
JoAnn Robinson	2013
Eric Stange	2013
Diane Schaefer	2014
Richard Duffy, Assoc	
Vicki Rose, Assoc	

Council on Aging

Annette Bender	2012
Karen Nichols	2012
Ann Fitzgerald	2014
Sue Culhane	2014
Lucilia Prates	2014
Joanne Morel	2014
William Carey	2015

Conservation Commission

Nathaniel Stevens	2013
Charles Tirone	2013
Curtis Connors	2013
Catherine Garnett	2014
Christopher Naylor	2014
Eileen Coleman	2014
David White	2015
William O'Rourke	
Ellen Lee Teare Reed	
Michelle Durocher	
Daniel Morse	
Corinna Beckwith, Conservation Administrator	

Disability Commission

Barbara Cutler, Ed. D.	2011
Barbara Jones	2011
Kerrie Fallon	2012
D. Heidi Hample	2013
Maureen St. Hilaire	2013
Janice Dallas	2014
Susan James	2014

Open Space Committee

Jane Auger
Teresa DeBenedictis
Lisa Decker
Joey Glushko
Michele Hassler
Elizabeth Karpati
Patsy Kraemer
Ann LeRoyer
Leslie Mayer
David White

TOWN DIRECTORY

Human Rights Commission

Sheri A. Baron
Marlissa Brigggett
Christine C. Carney
Stacy Davison
Jorge Loayza
A. Nick Minton
Gary Horowitz
Nancy Rhoads
William Shea
Nancy Sweeney
Ellen Caulo
Robin Varghese
Patrolman James Smith
Marilyn Carnell, staff assistant

Constables

Ellen Digby
Richard Boyle
Vincent A. Natale, Jr.

Term

2012
2013
2014

Various Appointing Authorities

Capital Planning Committee

Charles T. Foskett, Chair
Diane Johnson
Stephen J. Andrew
Stephen Gilligan
John A. FitzMaurice
Adam W. Chapdelaine
Ruth Lewis
Anthony T. Lionetta
Barbara Thornton

Permanent Town Building Committee

John Cole, Chair
Robert Jefferson
Robert A. Juusola
Michael Boujoulian
Mark Miano
Suzanne Robinson
William Shea
Jeff Thielman
Adam W. Chapdelaine

Vision 2020 Standing Committee

Jane L. Howard, co-chair
Jo-Martha Glushko, co-chair
William Hayner
Bruce Moulton
Miriam Stein
David White
Elizabeth Karpati
Andrew Fischer
Bruce Fitzsimmons
Annie LaCourt
Paul Bayer
Joshua Lobel
Cheryl Miller
Angela F. Olszewski
Brian Sullivan
John Leone
Kathy Bodie
Mary A. Harrison
Cindy Starks
John Budzyna
Joe Connelly
Kaitlyn O'Connell
Charlotte Milan
Gail McCormick
Jacob Friis
Stephen Ricci
Gordon Jamieson

TELEPHONE REFERENCE GUIDE

TOWN OF ARLINGTON

730 Massachusetts Avenue

www.arlingtonma.gov

To Reach All Town Offices: 781-316-3000

Office	Extension
Assessors	3050
Cemetery	3276
Clerk	3070
Comptroller	3330
Consumer Affairs	3408
Council on Aging	3400
Council on Alcohol Education	3252
Emergency Management	781-643-4000
Engineering	3320
Fair Housing	3429
Fire (Non-Emergency)	3800
Fire Prevention	3803
Health	3170
Human Rights	3250
Human Services	3250
Information Technology	3340
Inspections	3390
Legal	3150
Libraries	3200
Nights and Weekends	781-316-3200
Fox Library	3198
Parking Clerk	3031
Personnel	3120
Planning & Community Development	3090
Police (Administration)	3900
Police (Non-Emergency) (24 Hour)	781-643-1212
Public Works:	
Administration at Grove Street	3108
Town Yard at Grove Street	3300
Water/Sewer, Nights and Weekends	781-316-3301
Recreation	3880
Redevelopment Board	3090
Registrars of Voters	3070
Sealer of Weights & Measures	3193
Selectmen	3020
Town Manager	3010
Treasurer/Tax Collector	3030
Veterans' Services	3166
Zoning Board of Appeals	3396

ARLINGTON PUBLIC SCHOOLS

869 Massachusetts Avenue

arlington.k12.ma.us

To Reach All School Offices: 781-316-3500

Office	Extension
Superintendent of Schools	3501
Chief Financial Officer	3511
Chief Technology Officer	3343
Special Education	3531
English Language Learners	2339
METCO	3556
Athletics	3351
Data Integration for	
Curriculum, Instruction, and Assessment	3534
Transportation	3503
High School	3593
Otton Middle School	3745
Bishop Elementary	3791
Brackett Elementary	3705
Dallin Elementary	3722
Hardy Elementary	3781
Peirce Elementary	3737
Stratton Elementary	3754

No School Announcements: Broadcast on WBZ (1030), WEEI (850), and WCVB-TV (Channel 5). Fire Whistle sounds at 6:30 A.M. for No School at Junior and Senior High Schools, at 7:45 A.M. for No School at the Elementary Schools. arlington.k12.ma.us will also have a no school announcements.

TELEPHONE REFERENCE GUIDE

State and Federal Legislators

Office	Phone Number
Senator Kenneth J. Donnelly (4th Middlesex District) Room 416-A, State House Boston, MA 02133	617-722-1432
Representative Sean Garballey (23rd Middlesex District) Room 134, State House Boston, MA 02133	617-722-2400
Representative William Brownsberger (26th Middlesex District) Room 23, State House Boston, MA 02133	617-722-2676
Representative Jay Kaufman (15th Middlesex District) Room 156, State House Boston, MA 02133	617-722-2320
Senator John F. Kerry 1 Bowdoin Square 10th Floor Boston, MA 02114	617-565-8519
Representative Edward J. Markey 5 High Street, Suite 101 Medford, MA 02155	781-396-2900

Other Public Services

Arlington Advocate	781-643-7900
Arlington Boys and Girls Club	781-648-1617
Arlington Chamber of Commerce	781-643-4600
Arlington Historical Society	781-648-4300
Arlington Housing Authority	781-646-3400
Arlington Senior Center	781-316-3400
NSTAR (Emergency)	1-800-592-2000
Keyspan (Leaks)	1-800-231-5325
Center for Mental Health	781-646-7300
Comcast	1-800-266-2278
Jason Russell House/Smith Museum	781-648-4300
Logan International Airport (Public Info)	617-561-1800
Mass. Bay Transit Authority (Route Info)	617-222-3200
Mass. Water Resources Authority (24 Hour Emergency)	617-727-5274
Middlesex County Offices	617-494-4000
Minuteman Regional High School	781-861-6500
Post Office (Arlington Center)	781-648-1940
RCN	781-316-8800
Registry of Motor Vehicles	617-351-4500
Skating Rink	781-643-4800
Verizon Cable	800-870-9999
Visiting Nurse and Community Health	781-643-6090
Whittemore-Robbins House	781-316-3260
Youth Consultation Center	781-316-3255

ARLINGTON INFORMATION

Incorporation: The Town of Arlington was originally settled in 1635 as a village under the name Menotomy. In 1807, the Town and a section of what is now Belmont were set off from Cambridge and incorporated as West Cambridge. In 1867, the Town was renamed to Arlington in honor of the heroes buried at Arlington National Cemetery in Arlington, Virginia.

Population

1970 (Federal Census)	52,720
1975 (State Census)	50,223
1980 (Federal Census)	48,219
1985 (State Census)	46,465
1990 (Federal Census)	44,630
2000 (Federal Census)	42,389
2005 (American Community Survey by U.S. Census)	41,224
2010 (Federal Census)	42,844

Location: Arlington is situated six miles northwest of Boston, in latitude 42 degrees 25 minutes north, longitude 71 degrees 09 minutes west. The Town is bordered on the north by Winchester, on the east by Medford and Somerville, on the south by Cambridge and Belmont, and on the west by Lexington.

Elevation: The Town elevation above mean tide ranges from a low of 4 feet to a high of 377 feet. Elevations include 10 feet at Massachusetts Avenue and the Cambridge line, 48 feet at Massachusetts Avenue and Pleasant Street, 155 feet at Massachusetts Avenue and Park Avenue, 281 feet at Crescent Hill Avenue and Park Place, and 377 feet at Park Circle and Eastern Avenue.

Area: Arlington covers 3,517.5 acres, or 5.5 square miles, of which 286.2 acres are covered by water. There are 158.27 acres of parkland owned by the Town and 52.25 acres under the control of the Massachusetts Department of Conservation and Recreation. Just over fifty-nine acres of the land area is devoted to cemeteries.

Form of Government: The Town of Arlington is governed by the "Town Manager Act of the Town of Arlington, Massachusetts," the "By-Laws of the Town of Arlington," and Massachusetts General Laws Chapter 43A, "Standard Form of Representative Town Meeting Government." The executive branch is made up of a five-member Board of Selectmen elected at large. The Board hires a professional manager to administer the daily operations of the government. The legislative branch is a Town Meeting made up of 252 representatives, elected from each of the twenty-one precincts in Town. Arlington is also a member of the 7th Massachusetts Congressional District, 4th Middlesex State Senatorial District, and the 23rd and 26th Middlesex State Representative Districts.

Infrastructure: There are 95.27 miles of public streets and Town ways, 24.36 miles of private streets open for travel, 6.11 miles of state highways and parkways, and 3.24 miles of paper streets. The permanent water system consists of 131.43 miles, and the sewer system consists of 117.37 miles. There are 77.37 miles in the Town's storm drain system, and the Town maintains 3,698 catch basins. There are 104.09 miles of permanent sidewalks and 94 miles of curbing.

Transportation: Arlington is bounded on the south by Route 2, a major transportation route allowing access to Boston and the western part of Massachusetts. Arlington is also a short distance from Interstate Routes 93 and 95. Other major routes that go through the Town are Routes 2A and 3. Public transportation is provided through the Massachusetts Bay Transit Authority (MBTA), servicing the Greater Boston area with bus service and a subway system. Closest access to the subway system is through the Alewife Station located just over the Arlington border in Cambridge.

Education: The Town of Arlington operates an excellent school system with seven elementary schools, one middle school, and Arlington High School. The elementary schools are: Bishop School, 25 Columbia Road; Brackett School, 66 Eastern Avenue; Dallin School, 185 Florence Avenue; Hardy School, 52 Lake Street; Peirce School, 85 Park Avenue Extension; Stratton School, 180 Mountain Avenue, and Thompson School, 70 North Union Street. The Ottoson Middle School is located at 63 Acton Street. Arlington High School is located at 869 Massachusetts Avenue.

Additional Information: Town of Arlington website at www.arlingtonma.gov.



Working Together, Arlington 2011

TOWN OF ARLINGTON

